

**DEPARTMENT OF MUSIC**  
**PERSONNEL PROCEDURES**  
**Adopted by the Music Department Faculty April 2016**

**I. Mission of the Department of Music**

The primary objective of the Department of Music at Oklahoma State University is to provide training for students who plan careers in the field of music. Professional instruction prepares students for careers in teaching, performing, church music, and the music industry. The degrees are also excellent preparation for further graduate studies.

The Music Department serves the entire University, offering instruction to non-majors in many of its courses. These include General Education offerings, applied music instruction, participation in vocal and instrumental ensembles, and music courses for education majors.

A robust level of faculty activity, whether in performance, research or composition is intrinsic to the Department's mission. Such activities are vital in the development of pedagogical excellence, and serve as a model for student efforts. It perpetuates our discipline and stimulates faculty members' professional development.

Excellence in student performance, in both ensemble and solo realms, is of vital importance. Recruitment of high quality students is a fundamental objective.

Outreach activities are essential to the Department, which has taken a leadership role in offering outreach courses in addition to resident instruction. Through outreach, the entire faculty's expertise is showcased to a broad constituency.

**II. Structure of Personnel Committee**

**A. Establishment of the Personnel Committee**

There shall be a Personnel Committee hereinafter referred to as "the Committee." It shall consist of six elected members of the music faculty, excluding the Department Head. In accordance with approved university and college RPT documents, candidates for personnel actions may only be evaluated by faculty holding the same or higher rank as that for which the candidate is applying. Therefore all members of the Committee shall be tenured, and only tenure-track or tenured or clinical faculty members shall be eligible to nominate and elect the Committee. Three members shall be elected each year to serve a term of two years. Should a vacancy arise, a special election will be held and the newly elected member shall complete the term of the vacated position. All procedures shall be conducted in accordance with the guidelines of the College and the Departmental Promotion and Tenure document.

When there is an insufficient number of faculty holding the rank required to evaluate a candidate, an ad hoc Personnel Committee of no fewer than six members shall be appointed by the Department Head. This committee shall include all eligible department faculty holding the requisite rank for the action in question. In addition, the Department Head shall recruit and appoint external faculty of the requisite rank from other departments in the College of Arts and Sciences to achieve the required number of committee members.

**B. Representation on the Personnel Committee**

The Personnel Committee shall broadly represent the faculty as a whole. The Committee will consist of elected representatives chosen from the following areas, with no area having more than two representatives on the committee concurrently: wind, brass, and percussion; strings; keyboard; voice; and academic (theory, musicology, music education). Committee members shall be elected from among the tenured faculty. Provisions for continuity and change shall be accomplished by staggering terms of office. The Committee must include at least one member of each gender.

**C. Election of Personnel Committee**

Election of new members of the Committee shall take place at the April faculty meeting. The regular term of membership shall be two years, with three new regular members elected each year. No Committee

members shall be eligible to serve consecutive terms. Should there be a vacancy, a special election will be held.

#### **D. Election of Chairperson**

The Committee will elect its own chairperson each year. The chair will conduct meetings, and record the date, time, and business conducted at each meeting. While the distinct information regarding personnel decisions will not be made public, each business item will be recorded.

### **III. Procedures for Second Year Review**

Tenure-track faculty members shall be reviewed by the Committee in the second year of their appointment. Prior to September 15 of the second year of an appointment, the Department Head shall inform the Committee of those persons to be reviewed.

At least two weeks prior to formal deliberations, the Committee will invite all faculty to submit written recommendations concerning the candidate. The candidate will be required to sign a Waiver of Access form indicating if he/she waives the right to know the content of the letters submitted from faculty colleagues. Faculty members will be informed in advance whether the candidate has waived access to the letters. No unsigned letters shall be considered. These letters serve in an advisory capacity to the Committee. They shall not be forwarded to the Department Head, but will be filed in a sealed envelope in the Music Department Office. They will be destroyed upon the candidates' tenure and promotion.

The Committee shall review the candidate's annual Appraisal and Development file and letters submitted by faculty colleagues. The Committee will submit a written statement of evaluation, signed by all its members, to the Department Head by November 1. The Department Head will give a copy of this letter to the faculty member, and will meet with each candidate to discuss the Second Year Review. The Department Head may incorporate Committee comments in the next annual appraisal. The letter shall be placed in the candidate's departmental permanent file.

### **IV. Procedures for Reappointment, Promotion, and/or Tenure**

#### **A. Notification of the Committee**

By October 1 of the year previous to the final year of the faculty member's current appointment, the Department Head shall inform the Committee of those faculty who are eligible for promotion or reappointment,

Considerations for promotion may be initiated by:

1. The Department Head
2. The Personnel Committee
3. Individual faculty members

#### **B. Faculty Input**

The Committee shall invite all faculty to submit written recommendations concerning reappointment, promotion, and/or tenure decisions at least four weeks before the committee formal deliberation begins. The candidate will be required to sign a Waiver of Access form indicating whether she/he has waived her/his right to know the content of letters submitted. Faculty will be informed, in advance of solicitation of letters, whether access to such letters has been waived by the candidate. No unsigned recommendations shall be considered. These letters serve in an advisory capacity to the Committee and the Department Head but shall not become a part of the faculty member's document. The letters will be filed in a sealed envelope in the Music Department Office. They will be destroyed upon the candidates' tenure and/or promotion.

#### **C. Observation and Evaluation of Teaching**

The purpose of this procedure is to provide the Personnel Committee with first-hand information to aid in its evaluation of candidates for reappointment, tenure, and/or promotion. This information is by definition subjective and informal, and therefore will comprise but one element of the array of information considered in the Committee's deliberations. It will be employed solely for that purpose, and will not be sent forward beyond the department.

During the academic year in which a Music Department faculty member is under consideration for reappointment, promotion, or tenure, representatives of the Personnel Committee will observe and evaluate his/her teaching based upon the criteria listed on the appropriate evaluation forms that appear in Appendix B. These forms simply provide a checklist to aid in communicating the observations of the Committee representatives to the rest of the Committee, and do not constitute a formal instrument of evaluation.

At a mutually agreeable time, a member of the Committee will bring a video camera to the appropriate studio, classroom, or rehearsal space and record an entire lesson, class meeting, or ensemble rehearsal. Candidates whose responsibilities include multiple teaching situations will be observed teaching in studio, classroom, and/or ensemble settings as appropriate. At least two members of the Personnel Committee, one of which will be selected by the candidate under review, will view the recording(s) and complete the appropriate evaluation form(s). Other members of the Committee and the Department Head will be encouraged to do so as well.

One copy of the video will be retained until the time period allotted for appeals has lapsed.

#### **D. Selection of External Peer Reviewers**

Tenure and promotion actions shall require assessment by a minimum of three external peer reviewers. However, to help ensure that at least three reviews will be submitted, four reviews shall be solicited. The candidate and the Committee will each submit a list of three names of potential reviewers to the Department Head. The Department Head shall obtain consent to evaluate from those proposed reviewers on the Committee's and candidate's list. The candidate selects one individual listed by the Committee. The Chair and the candidate select a reviewer from either list. The Committee selects one individual from the candidate's list. The Department Head selects one individual who may or may not be included on either list. According to university policy, all reviews submitted will be considered in the evaluation of the candidate. The Department Head shall distribute the documents to the peer reviewers. Should any potential reviewer decline to serve, an alternate reviewer will be selected by the Committee in collaboration with the candidate.

In the event that the Department Head is the candidate being reviewed, the Chair will select the additional reviewer.

After the final list is determined, any communication with the external peer reviewers will be limited exclusively to the Department Head, unless the Department Head is the candidate.

#### **E. External Peer Reviewers Selection Criteria**

It is preferred that the reviewer have professional experience that equips them to understand and appreciate the role the candidate plays at OSU. This might include faculty from schools and departments of similar size, scope, and mission.

The reviewer should be recognized as a reputable scholar and/or performer in the field of music with professional background and institutional employment comparable to that of the candidate's.

In the case of promotion and tenure of an Assistant Professor, the reviewer must hold a tenured position at the rank of Associate Professor or Professor. In the case of the promotion and/or tenure of an Associate Professor, the reviewer must hold the rank of Professor.

No more than one reviewer from either list may teach at an institution of higher education in the state of Oklahoma.

The reviewer may not be someone with whom the applicant has had a teacher/student relationship, who has served as a dissertation advisor, or who has engaged in substantial mutual research/creative activities.

## **V. Contents and Preparation of the Review Document, and Review Procedure**

The candidate will submit one copy of the completed review document to the Committee. The Committee will review the document and return it to the candidate with suggestions for revision.

The review document must include the following:

1. Research and Creative Activity Self-Assessment.
2. Teaching Self-Assessment.
3. List of Outreach and Service Activities
4. Copies of annual Appraisal and Development documents. Candidates for reappointment, tenure, and/or promotion to Associate Professor shall include all appraisals since the date of appointment. Candidates for promotion to Professor shall include only more recent appraisals, written since the rank of Associate Professor was attained.
5. Curriculum Vitae, accompanied by the form titled "Reappointment, Tenure, and Promotion Vitae Check List" (see Appendix C).
6. Material required by the College and supplied by the Head of the Music Department.
7. Documentation of creative activities and/or research. Copies of most significant representative programs (applied and conducting faculty) may be included. The intent is to convey the significance of creative output that may include literature performed and substance in programming.
8. Citation of other professional activities..
9. List of grant activity (funded grants, grant applications, development funds, research of performance grants).
10. All written Student Evaluations shall be included.
11. Audio or audio-visual recordings of performances given within the past three years (required of applied and conducting candidates whose documents require peer review, but optional for those in other disciplines).

The review document may also include:

1. List of awards and honors.
2. Copies of unsolicited letters.
3. Reviews that appeared in printed or online journals, newspapers, etc.
4. Other appropriate material.

After reasonable time is given for document revision, the candidate will submit the final version to the Department Head. Candidates for reappointment submit one copy. Candidates for promotion and/or tenure typically provide four copies of the document (including recordings, in appropriate cases), three for distribution to external peer reviewers and one for internal review. If four persons agree to serve as external peer reviewers, five copies of the document shall be submitted.

If the candidate wishes, she/he may request an interview with the Committee prior to formal deliberations.

All deliberations of the Committee are confidential.

Because teaching is of primary importance in the Department, candidates will be observed by the Committee according to the procedure set forth in Appendix C.

## **VI. Voting Procedures for Personnel Actions**

The responsibility of the Committee is to assess whether the candidate has met each of the applicable criteria and qualifications for the personnel action being considered. After thorough discussion and review of each applicant's promotion document and his/her qualifications, the Committee will craft a written report of its conclusions, which will be distributed in hard copy format to all tenured faculty members in a January faculty meeting. All tenured faculty members will vote in support or against each personnel action. To ensure voter anonymity, all ballots distributed at the January meeting are submitted in a double-envelope procedure to the senior administrative assistant by the announced January deadline. In a subsequent vote restricted to Personnel Committee members, committee members will vote a second time. Faculty colleagues within the Department are invited to share their thoughts in an appropriate manner, and their responses are to be reflected in the Committee's summary of its deliberations. A letter stating the recommendation of the

Committee, including a summary of the Committee's views that states both majority and minority opinions if applicable, will be sent to the Department Head. The letter will be signed by all members of the Committee, in accordance with the policy of the College and University. The vote of the Committee must be stated as part of a single committee recommendation letter.

By signing the letter, each Committee member confirms that the statements contained therein are representative of all Committee deliberations and, if the vote is not unanimous, accurately reflects the majority and minority opinions. The Department Head will provide copies of the Committee's letter to the candidate and the Dean's office.

The candidate has three working days from the receipt of this letter to respond in writing (maximum 1,000 words) to a majority negative recommendation from the Committee. This response should be submitted to the unit administrator and included in the candidate's documentation file.

After reviewing the Committee's recommendation, the Department Head shall submit a letter to the Dean delineating reasons for recommending or denying approval of the action in question. Where the position of the candidate is specialized, differing significantly from the normal assignments within the academic unit, this shall be detailed. A copy of the letter will be provided to the Personnel Committee and to the candidate.

## VII. Evaluation Criteria for Areas of Responsibility

All faculty in the College of Arts & Sciences are evaluated as applicable in the areas of teaching, scholarship (research/creative activity), and professional activities/service/outreach using the 5-point rating scale below. The Appraisal and Development process requires a separate rating for each of these areas. Thus, a faculty member's performance might be described as outstanding in one category, good in another, and so on as deemed appropriate. Criteria for evaluation in these areas, and the level of expectation for each faculty rank, are delineated below and in Appendix A. These criteria reflect the goals and vision of the Department of Music. They are intended to assist faculty in their development as productive educators and scholars who contribute to the music unit at Oklahoma State University and the scholarly community at large.

Faculty members will be evaluated using the criteria listed below. The quality and value of the activity to the Department will be taken into account. Consideration will be given to work in progress. The College of Arts and Sciences requires meritorious ranking in two of the three major areas of responsibility: Teaching, Scholarship (Research and Creative Activities) and Professional Activity/Service/Outreach. Faculty are expected to consistently receive meritorious "Good" rankings in all areas for reappointment and tenure, and consistently rank "Excellent" in Teaching and Scholarship (Research and Creative Activity), and "Good" in Service/Outreach for promotion to Professor. (See VIII below.)

### Rating Scale

**Outstanding** – The faculty member has produced *creative activity or research* of the highest level; in *teaching*, the faculty member consistently provides outstanding instruction; in *professional activities and service*, the faculty member has a record of outstanding service to the department, university and the profession.

**Excellent** – The faculty member consistently maintains a high level of *creative activity or research*; in *teaching*, the faculty member consistently provides excellent instruction; in *professional activities and service*, the faculty member has an excellent record of service to the department, university and the profession.

**Good** – The faculty member shows evidence of good *creative activity or research*; in *teaching*, the faculty member consistently provides good instruction; in *professional activities and service*, the faculty member has a good record of service to the department, university and the profession.

**Minimal** – The faculty member performs duties at a level below that which is expected for the position but meets minimally satisfactory requirements. A faculty member who maintains a minimal level over two or more years should be considered inadequate.

**Inadequate** – The faculty member performs duties at an unacceptable level which does not meet even the minimum requirements for the position and shows no signs of improvement.

#### **A. Teaching**

Promotion and tenure will be granted only if the candidate is deemed an effective teacher. Faculty members are expected to arouse curiosity and stimulate creativity while motivating students to high levels of artistic and academic achievement.

Documentation of classroom, studio, and rehearsal instruction may include, but is not limited to, the following evidence:

- a. Knowledge of subject matter. Evidence will be provided through concert programs, syllabi, exams, etc.
- b. Participation in the development of new courses, programs, teaching materials, and teaching techniques.
- c. Grading based on clearly stated objectives. In both academic and performance settings, it is expected that methods of evaluating student performance are made clear to the students, are logical and fair, and are readily understandable to an outside observer.
- d. Demonstrated ability to attract and retain talented students to the Music Department.
- e. Recognized success of former students.
- f. Supervision of papers, theses, compositions, and recitals.

#### **B. Scholarship (Creative/Research Activity)**

See Appendix A for creative activity and research, listed by specific areas of specialty. Documentation of Creative/Research/Professional Activity may include but is not limited to:

1. Appearances as a soloist, accompanist, conductor, or ensemble member. Performances that result from competition or when it is clearly an honor to have been selected shall be regarded most highly.
2. Performances or master classes that raise local, regional, or national visibility. The Department of Music recognizes the necessity of creating relationships with the teachers of the region, and encourages all faculty to work in this arena.
3. Publication, performance, and/or writing of musical compositions or arrangements. Works written on commission should be so noted.
4. The conduct of research contributing to the body of knowledge in the field of specialization and publication of the results.
5. Publication as author, co-author, contributing author, editor, translator of books, chapters in books, articles, monographs, and reviews (including manuscript reviews as a referee). Publications subject to substantial peer review prior to publication shall be regarded more highly than publications not subject to such review.
6. Grant writing and receipt of grant funding.
7. Appearances as a speaker, panelist, or clinician. Those conducted in national or international fora shall be more highly regarded than those that are local.
8. Directing workshops or institutes.
9. Commercially released recordings

#### **C. Professional Activity/Service/Outreach**

Documentation of Professional Activity/Service may include but is not limited to:

1. Committee work at the Departmental, College, or University levels.
2. Recruiting or public relations work for the Department.
3. Service appearances as speaker, conductor, soloist, ensemble member, panelist, clinician, or workshop or institute director.
4. Serving as a faculty advisor for a student organization.
5. Participation in state or community arts agencies.
6. Assigned administrative duties within the Department.
7. Service as an adjudicator. Judging major competitions, when it is clearly an honor to have been selected, should be so noted.
8. Service as a consultant to, or on behalf of, educational institutions, professional associations, or government agencies when it is clearly an honor to have been selected.
9. Winning of prizes, awards, fellowships, or other recognition.

10. Participation in symposiums and other selective gatherings of distinguished colleagues.
11. Participation in the meetings of professional associations as officer, speaker, panelist, adjudicator, performer, or conductor.

## **VIII. Evaluation Criteria by Rank**

### **A. Clinical Assistant Professor**

#### **1. Appointment to the rank of Clinical Assistant Professor**

An individual appointed to the rank of Clinical Assistant Professor must hold a master's degree in music, and have successful teaching experience at the university level. Clinical Assistant Professors will be eligible to seek promotion after appropriate time of service in rank, usually within seven years from their initial appointment. Promotion to the next level for clinical faculty rests on evidence that demonstrates excellence in teaching and service.

### **B. Clinical Associate Professor**

#### **1. Appointment to the rank of Clinical Associate Professor**

Clinical Associate Professors will be eligible to seek promotion after appropriate time of service in rank, usually within seven years from their initial appointment. Promotion to the next level for clinical faculty rests on evidence that demonstrates excellence in teaching and service.

### **C. Assistant Professor**

#### **1. Appointment to the rank of Assistant Professor**

An individual appointed to the rank of Assistant Professor must hold a master's degree in music or the equivalent from an accredited institution of higher learning, and must show promise for subsequent promotion to higher academic ranks. If the Assistant Professor does not hold the doctorate, he/she must either be engaged in active pursuit of the degree, or must document a continuing record of professional activity in the discipline that will ultimately meet the criteria for the Associate Professor rank.

#### **2. Reappointment to the rank of Assistant Professor**

An Assistant Professor will be reappointed only if he/she has the potential to be promoted to Associate Professor at the time of second reappointment (granting tenure). This potential will be demonstrated by faculty member's annual Appraisal and Development documents, effectiveness in teaching, recruiting and retention of quality students, continuing productivity in research/creative activity, committee work, and active participation in professional organizations. It is expected that the Assistant Professor will develop and maintain visibility at the state level. Consistent performances at the meritorious "Good" rank in all categories is required for reappointment as Assistant Professor.

### **D. Associate Professor**

The Associate Professor must have six years of teaching experience at the college level. Typically, at least two years in residence at OSU are required, in addition to prior service as a tenure track faculty member in a similar university setting elsewhere. Credit for prior service must be agreed upon in writing (i.e., the offer letter) at the time of employment. In addition to meeting the requirements for Assistant Professor rank, an Associate Professor whose assigned duties are primarily in the areas of musicology, theory, or music education must hold an earned doctorate in music or an equivalent degree from an accredited institution of higher learning. The Associate Professor who teaches in these areas must demonstrate success in teaching, achievement in research/creative activity, and continuing accomplishment in the discipline. Evidence of achievement should occur in at least two of the three following areas:

1. Refereed publications in professional journals.
2. Presentations or performances at state, regional, or national meetings of professional societies.
3. Publication of compositions and/or arrangements.

An Associate Professor whose primary responsibilities are in a performance area (conducting or applied teaching) may demonstrate a substantial record of performance/academic experience in lieu of the doctorate. The Associate Professor in these areas must demonstrate success in teaching, achievement in research/creative/professional activity, and continuing accomplishment in the discipline. Evidence of achievement should occur in the following areas:

1. The development of a regional reputation as a performing artist, with an emerging national reputation.

2. Presentations or performances at state, regional, or national meetings of professional organizations.

The criteria for evaluating achievement in the aforementioned areas shall not only be the number of publications or performances, but the quality and musical/educational significance of these activities.

Consistent evaluations at the meritorious “Good” rank in all categories is required for tenure, promotion to Associate Professor, or reappointment at the Associate Professor rank.

#### **E. Professor**

In addition to meeting the requirements for an Associate Professor, the Professor of Music will have established a distinguished teaching record and been recognized nationally as an accomplished scholar/musician. A “distinguished record” denotes achievement that is clearly beyond the effective satisfaction of one’s assigned duties.

Candidates for the rank of Professor will have established a record of sustained research/creative work with national visibility that exceeds that of the Associate Professor. Productivity may be brought into sharper focus by considering the accomplishments of counterparts in comparable institutions within the region, and by the scrutiny of the quality of work as reflected in reviews and citations by others in the profession. The Professor is expected to provide leadership in the following areas:

1. Developing the instructional activities of the Department.
2. Attracting and retaining high-quality students.
3. Maintaining the highest academic and musical standards.

As a seasoned and mature professional, the Professor contributes significantly to regional and national professional organizations.

A consistent performance at or above the “Excellent” rank in the areas of Teaching and Creative/Research/Professional Activity, and “Good” in the area of Service is required for promotion to Professor.