FACULTY HANDBOOK

of the

SCHOOL OF MUSIC

October 27, 2004

PREAMBLE

MISSION STATEMENT

PART I: PATTERN OF ADMINISTRATION

1. ORGANIZATION AND ADMINISTRATION OF THE SCHOOL

1.1 Director

1.2 Associate director

1.3 Chair of Graduate Studies

1.4 Faculty

1.5 Areas

1.6 Area Heads

1.7 Student Representation

2. COMMITTEES OF THE SCHOOL

2.1 Administrative Committee

2.2 Faculty Committee

2.3 Graduate Studies Committee

2.4 Curriculum Committee

2.5 Music/Dance Library Committee

2.6 Search Committees

2.7 Promotion and Tenure Committee

2.8 Awards, Scholarships, and Convocation Committee

2.9 Undergraduate Student Concerns Committee

2.10 Graduate Music Students Association Steering Committee

PART II: APPOINTMENTS, PROMOTION AND TENURE

1. APPOINTMENTS

1.1 Criteria: Tenure-track faculty

1.2 Criteria: Auxiliary faculty

1.3 Criteria: Courtesy appointments

1.4 Procedures: Tenure-track faculty

1.5 Procedures: Auxiliary faculty

1.6 Procedures: Courtesy appointments

2. ANNUAL REVIEWS

2.1 Criteria
2.2 Procedures ........................................................................................................... 23
2.2.1 Procedures: Probationary faculty ................................................................. 23
2.2.2 Procedures: Tenured faculty ......................................................................... 24
2.2.3 Documentation ............................................................................................... 25

3 MERIT SALARY INCREASES AND OTHER AWARDS .................................. 25
3.1 Criteria ............................................................................................................... 25
3.2 Procedures ......................................................................................................... 26
3.3 Documentation .................................................................................................. 26

4 REVIEWS FOR PROMOTION AND TENURE, AND FOR PROMOTION ........ 27
4.1 General Criteria: Promotion to rank of associate professor with tenure ....... 28
4.2 General Criteria: Promotion to rank of professor ........................................... 28
4.3 General Criteria: Regional campus faculty ..................................................... 28
4.4 Identification of individuals to be reviewed .................................................... 28
4.5 Procedures ......................................................................................................... 29
4.6 Documentation and Specific Criteria ............................................................... 33

5 NON-RENEWAL APPEALS ............................................................................ 36

6 SEVENTH-YEAR REVIEWS ........................................................................... 36

PART III: OPERATIONAL POLICIES AND PROCEDURES

1 LOAD POLICIES ................................................................................................. 37
1.1 Teaching ............................................................................................................ 37
1.2 Research and Creative Activity ....................................................................... 38
1.3 Service ............................................................................................................... 38
1.4 Disclaimer ......................................................................................................... 39

2 CURRICULAR PROCEDURES ........................................................................ 39

3 PROFICIENCY ("EM") CREDIT PROCEDURES ........................................... 41
4 SCHEDULING CONVOCATIONS, SECTION RECITALS, STUDIO
PREAMBLE

This Handbook specifies the policies and procedures of the School of Music at The Ohio State University. These necessarily conform to norms established by the university and by the College of the Arts. When the rules and policies of the university or college change, the Handbook will be revised accordingly. (The latest version of the university faculty rules will normally be available for consultation on the following website: www.trustees.admin.ohio-state.edu.) In addition, the document is reviewed and either reaffirmed or revised every four years, during the first year of appointment or reappointment of the director of the school. If the document is simply reaffirmed, notice is provided to the college office and to the Office of Academic Affairs. Either may choose to re-review the document at that time to assure that it is consistent with current university rules and policies. Any time the document is revised, it is forwarded to the college office and then to the Office of Academic Affairs for review and approval.

Items included in the Handbook are treated in the degree of detail that befits the sensitivity or complexity of the issues and procedures involved. References to the "director" indicate the director of the School of Music; references to the "dean" indicate the dean of the College of the Arts.

At the time of appointment, newly appointed faculty are furnished with a copy of this handbook. As revised editions appear, they are distributed to the entire faculty.
MISSION STATEMENT

The Ohio State University School of Music educates students for professional careers in composition, performance, scholarship, and teaching. As an integral part of a major public university with a strong commitment to teaching, research, and service, the school recognizes the relationship that binds music to other academic and artistic disciplines. The school aims to provide, at the highest level, instruction in the study and practice of music and, in so doing, to promote an awareness of music as a humanistic study. The school encourages musical research in all its dimensions by providing students and faculty opportunities for performance, creative activity, and scholarly inquiry. The school is dedicated to sustaining and advancing musical culture in the academy and in the society at large, and it endeavors to meet service obligations to various communities within and beyond the university. Recognizing the dynamic and evolving character of music in contemporary life, the school acknowledges an ongoing responsibility to evaluate its programs and procedures, and to investigate fresh approaches to the realization of its mission. In keeping with the university’s broader mission, the school is committed to nurturing the best of Ohio’s students, while maintaining excellence and diversity by recruiting nationally and internationally.
PART I: PATTERN OF ADMINISTRATION

1 ORGANIZATION AND ADMINISTRATION OF THE SCHOOL

1.1 Director

The director is appointed by the dean, in consultation with the faculty, and serves a four-year term. As primary administrator of the school, the director performs duties specified in the Rules of the University Faculty and additional duties specified herein.

The director:

- Serves on the Dean's Council.
- Provides faculty members with a schedule of all regular faculty meetings before the start of each quarter and supervises the maintenance of the minutes and the records of other actions covered by this document.
- Recognizes the presumption favoring majority faculty rule on all matters covered by this handbook and consults the faculty as a whole on all policy matters. Such consultation is, when practicable, made at a meeting of the faculty as a whole.
  Whenever majority faculty rule is not followed, the director will explain the reasons prior to taking action. This explanation will outline the faculty's majority decision, the director's decision, and reasons for the disagreement. The explanation will be communicated in writing, when possible, or at a faculty meeting, with an opportunity provided for faculty to comment.
- Appoints and reviews the associate director, the graduate studies chairperson, and the area heads. Appointments are made after consulting with the faculty.
- Appoints members of certain standing committees, as specified in this document.
- Chairs the administrative committee and serves ex-officio as member of the graduate studies committee, the curriculum committee, the awards, scholarships and convocation committee, and the library committee.
- Creates ad hoc committees as needed to further the school's business.
- Informs area heads fully and promptly about budgetary matters and prepares, in consultation with the associate director and area heads, annual budget recommendations to the dean.
- Conducts, in consultation with the area heads, annual reviews of all regular faculty.
- Determines, in consultation with the area heads, merit salary increases.
- Recommends new faculty appointments to the dean, after consultation with the chair of the search committee and the area head.
- Consults with the area heads in the appointment of members to search committees.
• Recommends to the dean faculty promotions and dismissals, and matters affecting the tenure of faculty members, following recommendation by the eligible faculty.

• Evaluates Faculty Professional Leave proposals and Special Research Assignment proposals received from the area heads, and then makes recommendations to the dean.

• Provides leadership and guidance in the development of curricula, and facilitates their implementation.

• Plans, with the associate director and the area heads, the scheduling of courses.

• Informs the faculty committee of college and university policy changes that require adjustments in the Handbook.

• Fosters the maintenance of alumni relations.

1.2 Associate director

The associate director is appointed and reviewed by the director, in consultation with the faculty, and normally serves a four-year term. In cooperation with the director, the associate director:

• Serves on the administrative committee and on the faculty committee (non-voting), and chairs the awards, scholarships, and convocation committee.

• Supervises undergraduate admissions, undergraduate scholarships, and correspondence with prospective undergraduate students.

• Supervises, in consultation with the director and area heads, the undergraduate degree programs, including the quarterly scheduling of courses.

• Manages the teaching facilities and musical equipment.

• Employs and manages student help.

• Supervises the scheduling of recitals and concerts, conferences, radio and television performances and tapings, and other school events on campus.

• Approves and supervises the preparation and distribution of all publicity releases.

• Supervises the preparation and distribution of printed programs, brochures, announcements, posters, catalogues, and other printed materials.

• Assists the director as needed.
1.3 Chair of Graduate Studies

The chair of graduate studies is appointed and reviewed by the director in consultation with the members of the graduate faculty, and normally serves a four-year term. As general supervisor of the graduate program in music, the chair:

- Oversees the graduate degree programs.
- Chairs the graduate studies committee and implements its directives.
- Serves on the administrative committee and on the faculty committee (non-voting).
- Coordinates the assigning of faculty advisors to graduate students.
- Maintains the permanent records of graduate students.
- Coordinates the recruiting and admission of qualified graduate students.
- Supervises correspondence with prospective graduate students.
- Schedules and oversees the administration of graduate music diagnostic examinations.

1.4 Faculty

The faculty advises the director on all policy matters. The faculty at large, defined as including all faculty holding regular positions, normally meets once a month. The director designates a staff member to take the minutes and to maintain a file of the minutes and a record of all school legislation. The voting faculty includes only members of the instructional staff who hold the rank of professor, associate professor, assistant professor, or instructor. Each of these members is entitled to one vote, and when a faculty vote is taken, anyone may request a secret ballot.

The voting faculty is consulted in appropriate phases of new faculty appointments including initiation of searches, review of candidates, and final selection. Although the voting faculty has the final decision on all committee actions affecting school legislation, this does not abrogate the prerogatives of committees acting on behalf of the faculty, if committees are empowered to do so.

The eligible faculty is consulted in matters of peer review and promotion and tenure decisions. Eligible faculty, as defined herein, includes tenured members who hold a rank higher than that of the individual being reviewed.

Regional campus faculty members holding tenured or tenure-track appointments are voting members of the school faculty as well as of their home area faculty. Whenever practicable and appropriate, they may serve on both school and area committees.

1.5 Areas
For the purpose of developing and implementing effective educational programs, seven component areas have been established within the school:

- Music education
- Musicology
- Music theory and composition
- Brass, percussion, and woodwind performance
- Jazz performance
- Keyboard and string performance
- Vocal performance

Each area faculty is responsible for its own curriculum development, course content, and teaching assignments; teaching assignments are subject to the approval of the director. Faculty members with duties in two areas will have a primary area, and vote only in that area.

1.6 Area Heads

Only tenured faculty with full-time assignments to the Columbus campus may serve as an area head. The director appoints and reviews the area head in consultation with the area faculty, which makes its preference known through an election held during the autumn, winter, or spring quarter. Under the supervision of the faculty committee, nominations are solicited over a two-week period, and final balloting is completed within the following two weeks. There is no limit on the number of terms an area head may serve. As the member selected to represent the particular interests of an area faculty, the area head:

- Serves on the administrative committee.
- Schedules, at the beginning of each quarter, at least two meetings of the area faculty for evaluation and general planning, and calls special meetings at the request of two or more members of the area.
- Recognizes the presumption favoring majority faculty rule on all matters covered in the Handbook and consults with area faculty on all policy matters. Such consultation is, whenever practicable, made at a meeting of the area faculty. Whenever majority faculty rule is not followed, the head must explain the reasons for the disagreement prior to taking action. This explanation will provide the rationale for the contrary opinion, and will be communicated in writing where possible or at an area meeting, with an opportunity provided for faculty to comment.
- Assumes responsibility for the effectiveness of the area in relation to the operation of the school as a whole.
- Makes recommendations to the director concerning the annual budget for the area.
- Provides leadership in developing educational programs and projects suitable to the area.
• Determines faculty teaching loads and course assignments within the area. (Area heads consult each other if an individual’s assignments involve two areas.) Teaching assignments are made with area-faculty consultation and with the approval of the director.

• Plans, with the director and associate director, the scheduling of courses offered by the area each quarter.

• Stimulates effective teaching, research, and services appropriate to the work of the area.

• Makes recommendations to the director concerning appointment of faculty members within the area.

• Conducts annual performance reviews.

• Appoints representatives to the promotion and tenure committee.

• Prepares written evaluations of area faculty members seeking promotion.

• Appoints search committees, in consultation with the director.

• Serves as mentor for each of the area’s probationary faculty members, as concerns both routine procedures and the steps and requirements of the tenure process.

• Receives Faculty Professional Leave proposals, subjects them to peer review, and forwards them to the director.

• Receives Special Research Assignment proposals and, after peer review, forwards them to the director, with recommendation for approval or disapproval.

1.7 Student Representation

Standing committees of the School of Music, as well as faculty meetings, include graduate and undergraduate representatives as appropriate. To be eligible, student representatives must have been enrolled in the School of Music for three quarters (undergraduate students: at least twelve hours per quarter; graduate students: at least seven hours per quarter) prior to appointment or election as representatives to these committees and faculty meetings. In addition, all appointments or elections of undergraduate student representatives must be confirmed by the undergraduate student concerns committee. All student representatives on standing committees have voting privileges. Representation on the various committees and at faculty meetings is distributed as follows:

275

• Standing committees

   Graduate  Undergraduate
   Student    Student
• Administrative committee ................................1 ......... 1
• Curriculum committee .............................................. 1
• Faculty committee ................................................. 2
• Graduate studies committee ................................. 2 .......... 0
• Library committee ................................................. 1 ......... 1

• Faculty meetings
  • Brass, percussion, and woodwind performance area................................. 1 ................... 1
  • Graduate faculty ........................................................................... 2 ................... 0
  • Jazz performance area ................................................................ 0 ................... 1
  • Keyboard and string performance area ........................................... 1 ................... 1
  • Music education area ......................................................... 1 ................... 1
  • Music theory and composition area .......................................... 1 ................... 1
  • Musicology area ........................................................................ 1 ................... 1
  • Vocal performance area .......................................................... 1 ................... 1

• General faculty meetings: All student representatives to other faculty meetings, as listed here.

2 COMMITTEES OF THE SCHOOL

Copies of the minutes of all school committee meetings, except promotion and tenure committee meetings, are forwarded to the director. Whenever a vote is taken, any committee member may request a secret ballot. Members of committees may serve multiple terms. Committee memberships are normally staggered in order to insure continuity and efficiency.

2.1 Administrative Committee

The administrative committee meets to assist and advise the director about matters that pertain to the administration of the school.

Membership and Organization of the Committee

• Director (chair)
• Associate director
• Chair of graduate studies
• Area heads
• Chair of the faculty committee
• One representative of the undergraduate student concerns committee
• Secretary of the graduate students music association

Duties of the Committee
Acts as liaison between the director and the areas for the purpose of communicating all administrative actions of the college and university pertinent to the school.

Exchanges information on the various activities, plans, and objectives of each area.

Assists in the preparation of yearly budget estimates for the overall school program.

Reviews, in relation to budgetary conditions, all proposed curriculum changes or additions received from the curriculum committee.

Presents to the faculty committee for its deliberation plans to improve and strengthen the overall academic program.

 Recommends action on requests for exceptions to the normal performance and rehearsal scheduling procedures, after these requests have been approved by the faculty committee.

The committee normally meets bimonthly during autumn, winter, and spring quarters, but may be called into session at any time by the director or at the joint request of four area heads.

2.2 Faculty Committee

The faculty committee serves as an elected representative group to consider and investigate matters pertaining to the educational and operational policies of the school, make recommendations to the faculty, and advise the director.

Membership and Organization of the Committee

- Associate director (non-voting)
- Graduate studies chairperson (non-voting)
- Nine faculty members
- Two representatives of the undergraduate student concerns committee
- Vice president of the graduate music students association

Faculty members, not including administrators at the level of area heads or higher, may serve as representatives and are elected at large.

The term of office for faculty members is three years, with three members elected each year. If a member can no longer serve, the first ranking alternate will act as replacement. The committee elects its officers, establishes meeting times, and makes rules for the conduct of business.

Election Procedures

On the Monday following April 15th of each year, the secretary of the committee makes available to all faculty members nominating petition forms for vacancies that will occur at the end of the current year. Nominations require the signature of the nominee, to show consent to be a candidate, and the signatures of at least ten percent of
the faculty eligible to vote. The deadline for submitting nominating petitions is noon on
the first Monday in May.

On the following Monday, the secretary of the committee distributes ballots listing the
candidates nominated and the vacancies to be filled. These ballots provide instructions
to vote for not more than the number of vacancies, together with a statement that (1) the
three candidates receiving the highest number of votes will fill the three regular
vacancies and (2) the candidate(s) receiving the next highest number of votes will fill
any unexpired term or serve as alternate. Ballots are to be returned to the secretary by
noon on the following Wednesday.

Duties of the Committee

- Considers and investigates matters pertaining to the educational or operational
  policies of the school, on its own initiative or at the request of any faculty member, an
  area, the director or the associate director, the undergraduate student concerns
  committee, or the graduate music students association.
- Recommends action to the director, the areas, the faculty, or school committees as
  appropriate.
- Maintains faculty legislation in good order.
- Recommends action to the director and administrative committee regarding requests
  for exceptions to normal performance and rehearsal scheduling procedures.
- Supervises the election of area heads.
- Solicits contributions to the Faculty Fund.

2.3 Graduate Studies Committee

The graduate studies committee is the executive committee of the graduate faculty of
the School of Music. Subject to the approval of the graduate faculty and through the
committee chair, the committee coordinates, develops, and directs the implementation
of policies affecting the graduate programs in the school.

Membership and Organization of the Committee

- Chair of graduate studies (ex officio)
- Director (ex officio)
- Six members of the graduate faculty
- President of the graduate music students association and one additional representative
  of the steering committee

The six graduate faculty members represent equally all areas offering graduate degrees.
These members are elected by their respective areas from among those authorized by
the Graduate School to advise students at the highest degree levels offered in their
programs. Members serve for three-year terms.
Duties of the Committee

According to the responsibilities prescribed by the Graduate School and the procedures appropriate to the administration of the graduate programs in the School of Music, the graduate studies committee:

- Executes routine administrative tasks related to graduate study in the school.
- Proposes improvements in graduate study for consideration by the graduate faculty.
- Coordinates graduate study within the school and with other departments of the university.
- Represents the school in performing certain specific functions related to the operation of the Graduate School, as designated in the Graduate School Bulletin and the Graduate School Handbook.
- Submits nominations for membership on the graduate faculty to the dean of the Graduate School.
- Receives and evaluates all graduate curricula and course proposals.
- Selects and recommends applicants for fellowships, associateships, scholarships, and other graduate honors and awards.
- Reports actions of the committee to the graduate faculty.
- Maintains the School of Music Graduate Handbook in good order.

2.4 Curriculum Committee

The curriculum committee reviews all curricular proposals or revisions affecting any program of the school.

Membership and Organization of the Committee

- The director (non-voting)
- Five faculty members, one each from music education, musicology, music theory and composition, and any two performance areas
- One representative of the undergraduate student concerns committee
- One representative of the graduate music students association steering committee

Faculty members are appointed by the director, normally to four-year terms. The committee elects its chair. The chair appoints one faculty member to record the actions of the committee, and to review periodically the Graduate Handbook and the Bulletins of the Colleges of the Arts, of Education, and of the Arts and Sciences to ascertain that they reflect courses and requirements accurately. One member of the committee serves as a representative to the College of the Arts curriculum committee.
Duties of the Committee

In keeping with the procedures set forth in section III.2 of this handbook, the committee:

- Receives all proposals for new programs, new courses, and course revisions submitted to it by sponsoring areas.
- Inspects each proposal in terms of format, documentation, clarity of statement, appropriateness of content, adequacy of syllabus, and suitability of level, credit description, quarters of offering, and effect on the school as a whole.
- Provides information to the faculty about curriculum and course procedures.
- Keeps records of all actions of the committee.

2.5 Music/Dance Library Committee

The Music/Dance Library committee deliberates on, and advises the head of the Music/Dance Library regarding matters pertaining to collection development and library administration.

Membership and Organization of the Committee

- Head of the Music/Dance Library
- Director of the School of Music (non-voting)
- Four music faculty members, one each from music education, musicology, music theory and composition, and one performance area
- One dance faculty member
- One representative of the undergraduate student concerns committee
- One representative of the graduate music students association steering committee

Music faculty members are appointed by the director in consultation with the area heads and serve three-year terms. The committee elects its chair and meets as needed, normally once a quarter.

Duties of the Committee

- Assists and advises the head of the Music/Dance Library on matters of budget priorities, selection of library materials, and library policy.
- Acts as liaison with its respective constituencies.
- Ensures that the library meets the needs of the School of Music and Department of Dance.

2.6 Search Committees
Once a new or vacant faculty position has been approved and funded by the director and by the dean, the appropriate area head, in consultation with the director, will appoint a search committee composed of at least three faculty members, preferably from the area concerned. The committee is guided by the current version of *A Guide to Effective Searches* for proper procedures and deadlines, and adheres to university standards regarding equal opportunity and active peer review. Further, it conducts its proceedings with confidentiality and appropriate regard for the standards of the National Association of Schools of Music. The committee solicits advice as appropriate from graduate and undergraduate students and from the faculty.

**Duties of the Committee**

- Identifies qualified applicants and encourages them to apply.
- Assembles data about potential candidates, and evaluates candidates on the basis of dossiers, recommendations, and supportive materials, such as publications and recordings.
- Recommends to the director a slate of finalists selected for further evaluation through interviews and/or auditions.
- Recommends to the director, after consultation with the area head and area faculty, an acceptable candidate or candidates for appointment.

### 2.7 Promotion and Tenure Committee

To assist the eligible faculty, the school has a core promotion and tenure committee of regular faculty members holding the rank of professor. The director, in consultation with the administrative committee, appoints the three-member core committee for three-year, overlapping terms. For each area with persons to be reviewed in a given year, two additional tenured faculty members, who hold a rank higher than that of the candidate to be reviewed, are appointed by the area head to represent the pertinent discipline. The constitution and procedures of the committee are described in detail in section II.4 of this handbook.

In rare instances involving a restricted time frame, it may be necessary for the core promotion and tenure committee to act on behalf of the eligible faculty as, for example, in the case of a proposed appointment to a tenured faculty position that must take place at a time when eligible faculty are not available.

### 2.8 Awards, Scholarships, and Convocation Committee
The awards, scholarships, and convocation committee administers the undergraduate program of honors and awards. These are variously titled scholarships, fellowships, and awards.

**Membership and Organization of the Committee**

- Associate director (chair)
- Director (non-voting)
- Five faculty members, one each from music education, musicology, music theory and composition, and any two performance areas
- The School of Music representative to the College of the Arts honors committee

Faculty members are appointed by the director to serve three-year terms.

**Duties of the Committee**

- Provides means by which the faculty may nominate worthy students for School of Music undergraduate honors and awards. Nominations are to be completed early in the spring quarter.
- Submits a list of nominees to all faculty members for written evaluation and comment.
- Selects award recipients after examining the faculty evaluations and considering the stipulations of each award.
- Informs the faculty when the committee decides there is no suitable recipient for a particular award.
- Reviews periodically the awards program for the purpose of proposing to the faculty improvements, changes or innovations.
- Proposes to the faculty means of handling new awards when these are made available to the school.
- Reviews and acts on scholarship petitions from continuing students, and on special scholarship considerations for incoming students.
- Chooses the recipient of the Faculty Scholarship.
- Plans and schedules one school-wide convocation per quarter (autumn, winter, and spring).

**2.9 Undergraduate Student Concerns Committee**

The undergraduate student concerns committee is the recognized forum for student input concerning School of Music matters affecting student life, including academic policies and procedures. The committee meets monthly and publicizes the place, time, and agenda of the meeting on the official School of Music bulletin board at least forty-
eight hours in advance of each meeting. The committee enables students to express opinions and make recommendations for action through the faculty committee.

Membership and Organization of the Committee

- One representative from each of the four undergraduate classes
- One representative from each of these groups:
  - American Choral Directors Association (ACDA) student chapter
  - Black Music Students Association (BMSA)
  - Kappa Kappa Psi
  - Ohio Collegiate Music Education Association (OCMEA)
  - Phi Mu Alpha
  - Sigma Alpha Iota
  - Tau Beta Sigma
- Associate director of the school (advisor)

Committee members must be registered for at least twelve hours per quarter in the School of Music. The committee elects its officers and establishes rules for the conduct of its business.

Duties of the Committee

- Acts as liaison between the students and the faculty.
- Conducts and regulates undergraduate student elections.
- Fosters traditions of the school.
- Nominates or appoints undergraduate student representatives to School of Music and College of the Arts councils and committees, including the following:
  - Standing committees
    - Faculty committee .....................................................2
    - Curriculum committee .................................................1
    - Library committee .....................................................1
    - Administrative committee ..........................................1
  - Area faculty meetings
    - Music education .....................................................1
    - Music theory and composition ..................................1
    - Musicology .............................................................1
    - Brass, percussion, and woodwind performance ..............1
    - Jazz performance ....................................................1
    - Keyboard and string performance ...............................1
    - Vocal performance ..................................................1
  - General faculty meetings (all representatives to the area faculty meetings, as listed above)
550 Students must be enrolled in the School of Music for three quarters (at least twelve hours per quarter) prior to appointment or election to serve as representatives to the above committees and faculty meetings.

553 **2.10 Graduate Music Students Association Steering Committee**

554 The graduate music students association steering committee serves as a forum for the discussion of graduate problems and as an avenue of communication between graduate students and faculty. The committee meets once a month.

557 *Membership and Organization of the Committee*

558 The committee officers include a president, vice president, and secretary. Members of the committee are elected by the graduate student body as representatives to the following School of Music committees and faculty meetings:

561 - Graduate committee and Graduate faculty: president and one elected member
562 - Faculty committee: vice president
563 - Administrative committee: secretary
564 - Curriculum committee: one elected member
565 - Library committee: one elected member
566 - Music education area: one elected member
567 - Music theory and composition area: one elected member
568 - Musicology area: one elected member
569 - Brass, percussion, and woodwind performance area: one elected member
570 - Keyboard and string performance area: one elected member
571 - Vocal performance area: one elected member
572 - General faculty: all representatives to the graduate faculty meetings and area faculty meetings

574 All members of the committee must be registered in the School of Music for at least seven hours’ credit and must have been registered as graduate students for three quarters.

577 The graduate studies chairperson serves as advisor.

578 *Duties of the Committee*

579 - Presides over the administrative duties of the graduate music students association.
580 - Conducts and regulates the election of officers and representatives.
581 - Discusses graduate problems brought to the attention of the committee by graduate students, and makes recommendations to the appropriate School of Music committees.
584 - Discusses proceedings of the School of Music committees as reported by its representatives.
PART II: APPOINTMENTS, PROMOTION AND TENURE

1 APPOINTMENTS

Once a new or vacant faculty position has been approved and funded by the director and the dean, a search committee is appointed by the appropriate area head in consultation with the director. The constitution and duties of search committees are detailed in section I.2.6.

1.1 Criteria: Tenure-track faculty

Faculty appointed at the rank of assistant professor must manifest the potential to attain tenure and advance in rank. At a minimum an earned doctorate or terminal degree or possession of equivalent experience is required for promotion to, or appointment at, the rank of assistant professor.

In music education specific criteria apply. To be considered for a tenure-track position, an individual must (1) have had at least three years of successful teaching experience in his/her specialization; (2) demonstrate a model record of excellence in teaching; and (3) possess the personal and professional qualities to lead and inspire inservice and preservice music educators to the advancement of the profession.

Criteria for appointment at the ranks of associate professor or professor are consistent with the criteria for promotion to those ranks (see section 4 below). According to university rules, an appointment as professor or associate professor generally entails tenure. However, a probationary period not to exceed four years may be granted by the office of academic affairs upon petition of the tenure-initiating unit and college. For the petition to be approved, a compelling rationale must be provided regarding why appointment at a senior rank is appropriate but tenure is not.

1.2 Criteria: Auxiliary faculty

The category auxiliary faculty includes persons with adjunct and visiting appointments, namely, lecturers and senior lecturers, and professors, associate professors, assistant professors, and instructors whose appointments to the university amount to less than fifty percent full-time equivalence. Adjunct, visiting, or less-than-fifty percent appointments at the ranks of professor, associate professor, assistant professor, or instructor are offered only to individuals having credentials comparable to regular faculty of equivalent rank. The titles of lecturer and senior lecturer are used for all compensated instructional appointments where other titles are not appropriate, and these appointments are offered only to individuals having educational and professional credentials relevant to an instructional area in the school. Lecturers’ and senior lecturers’ duties are limited to formal course instruction.
1.3 Criteria: Courtesy appointments

Courtesy appointments are unsalaried joint appointments for regular faculty from other tenure-initiating units in the university. Courtesy appointments in the School of Music convey the expectation that the appointee will help the school fulfill its mission through substantial involvement in its teaching, creative, or scholarly activities. Although courtesy appointments do not require formal annual renewal, continuation of the appointment should reflect ongoing contributions.

1.4 Procedures: Tenure-track faculty

Because peer review is essential in decisions about faculty appointment, searches for positions to be filled at the rank of assistant professor or above are conducted by a faculty search committee. The search committee endeavors to ensure that successful candidates are drawn from a diverse pool of highly qualified candidates in accordance with a policy of equal opportunity. The committee forwards the names of the most qualified candidates to the director, who, in consultation with the committee chair and the appropriate area head, recommends appointments to the dean. If the director's judgment is contrary to the recommendations of the search committee, the director should consult with that body before taking final action. In the letter to the dean, the director has the choice of recommending that an offer be made to a particular candidate, that the search be resumed, or that the search be canceled.

All offers at the ranks of associate professor and professor, with or without tenure, and all offers of prior service credit will be made only with the approval of the Office of Academic Affairs. Offers to foreign nationals require consultation with the Office of International Education.

Because the School of Music is the tenure-initiating unit for all regular faculty appointed to regional campuses, the search committee for music faculty on regional campuses includes representation from both the regional campus and the School of Music, and candidates are interviewed, at a minimum, by the regional campus dean/director, the director of the School of Music, the search committee, and representatives of both faculties. Although the regional campus has primary responsibility for determining the position description for a faculty search, the description should be developed in consultation with the director of the School of Music. A final recommendation on appointment requires agreement on the part of the director of the School of Music and of the regional campus dean/director. Negotiations with a candidate may not begin prior to such agreement, and the letter of offer must be signed by the director of the School of Music and the dean/director of the regional campus.
1.5 Procedures: Auxiliary faculty

The director, in consultation with the appropriate area head(s), may appoint auxiliary faculty without conducting a formal search. Adjunct appointments require the approval of the Office of Academic Affairs.

1.6 Procedures: Courtesy appointments

Courtesy appointments, and decisions to terminate courtesy appointments, are made by the director after consultation with the appropriate area head(s) and regular faculty in the area(s) involved.

2 ANNUAL REVIEWS

Each faculty member on a regular appointment in the School of Music (Columbus and regional campuses) has an annual performance review as outlined in the current edition of the Office of Academic Affairs Policies and Procedures Handbook. The area head and director are centrally involved in the annual review process. Those annual reviews that are linked to the process of evaluation for tenure and/or promotion necessarily involve evaluation at additional levels.

2.1 Criteria

All annual reviews are based on activity reports that follow the promotion and tenure dossier outline prepared by the Office of Academic Affairs. In addition, faculty are required to submit a list of their professional objectives for the next academic year. Evaluation is based on the three fundamental criteria of teaching, research/creative activity, and service.

2.2 Procedures

Upon submission of the activity report and related materials by the faculty member, the area head writes a letter to him/her, containing a summary evaluation of performance according to the three categories noted above. In annual reviews of probationary faculty, the area head holds a meeting with the faculty member to discuss apparent strengths and weaknesses in his/her activities.

A copy of each annual review letter is added to the faculty member’s personnel file. The annual review letter includes a reminder that the faculty member may review his/her personnel file and may place in that file a response to any evaluation, comment, or other material it contains. The area head forwards copies of the letter and response (if any) and an updated curriculum vitae to the director.
2.2.1 Procedures: Probationary faculty

Because annual reviews of probationary faculty are intrinsic to the evaluative procedure for promotion and tenure review, all faculty are urged, in reading this section, to review also the material on promotion and tenure in section 4, below.

The director, in conjunction with the appropriate area head, conducts an annual review of each probationary faculty member. This review normally takes place in the spring quarter, but may begin earlier. The annual review process is initiated by the director or area head in the case of appointment-renewal reviews of probationary faculty, and by the director in the case of reviews for tenure or promotion, according to the procedures described below.

The promotion and tenure committee takes part in all first- and fourth-year reviews and in the mandatory sixth-year reviews of assistant professors, as well as in all reviews for promotion or tenure. At the discretion of the director and area head, it may take part in other reviews as well. In any case where the director, after consultation with the area head, feels that non-renewal should be considered, the promotion and tenure committee reviews the case and prepares a draft letter for presentation to the eligible faculty.

After discussing this letter and amending it as needed, the eligible faculty will vote on the case. The director considers both this letter and the vote and recommends for or against reappointment. If the director recommends reappointment for another probationary year, that decision is final. A recommendation from the director not to reappoint requires that the comments process be followed, and also requires a review at the college level. The dean makes the final decision.

In the case of first-year reviews, the area head can initiate the review at any appropriate time. Since this review involves the five-member promotion and tenure committee, the area head sends the committee the material supplied by the faculty member. (See section II.2.2.3, Documentation.) The committee reports its evaluation to the area head; if the evaluation of the area head differs from that of the committee, the area head and the committee discuss the disagreement. The area head then confers with the faculty member, as noted in section II.2.2 above. The process continues as described there, except that if any disagreement between the area head and the committee remains unresolved, the committee will write a letter to the area head detailing its position, with copies to the faculty member, the faculty member’s personnel file, and the director.

Fourth-year annual reviews follow the same process as the review for tenure and promotion, except that external letters of evaluation may or may not be required by the promotion and tenure committee.

Assistant Professor

Assistant professors are on probationary status for the first six years, and are reviewed annually during that time (Faculty Rule 3335-6-03). The review in the sixth year determines whether tenure is to be granted beginning with the seventh year of service.
**Associate Professor or Professor**

Appointments at the rank of associate professor or professor normally entail tenure. Certain appointments, however, (as described in section II.1.1 above) may not, in which case they are subject to a probationary period; if the Office of Academic Affairs approves such a non-tenured senior appointment, the probationary period not to exceed four years. Should the Office of Academic Affairs approve a shorter probationary period, the tenure review will be moved forward.

**Regional Campus Faculty**

Probationary faculty on regional campuses are reviewed annually by the regional campus dean/director and by the director of the School of Music, or the director’s designee, on the Columbus campus. The regional campus review, which focuses primarily on teaching and service, should take place first. The dean/director’s report of that review and a copy of the faculty member’s annual report are forwarded to the director of the School of Music with a copy to the dean. The school-level review focuses on the candidate’s scholarly and creative work and on the appropriateness of course content and course standards, but considers all aspects of the faculty member’s record. The director, or the director’s designee, gives a written review to the faculty member and forwards a copy to the regional campus dean/director.

It is important that the director of the School of Music and the regional campus dean/director be alert to discrepancies developing between the candidate’s quality of teaching and service, on the one hand, and the quality and quantity of his/her scholarly and creative work on the other. In order to minimize the possibility that the regional campus and the school might eventually disagree on a tenure recommendation because of such discrepancies, the regional campus dean/director should seek appropriate means of addressing the problem by consulting with the faculty member and the director of the School of Music.

### 2.2.2 Procedures: Tenured faculty

The area head or a committee appointed by the area head reviews the materials submitted and gives each tenured area faculty member a written evaluation.

The director reviews area heads annually and gives each a written evaluation. The director reviews the administrative performance of the associate director and the chair of graduate studies and gives each a written evaluation based on the quality of administrative performance. Written evaluations of teaching, research/creative contributions, and other service by these administrators are provided by the heads of the areas in which those administrators serve.

All annual review letters include a reminder that the faculty member may review his/her personnel file and include in it a response to any evaluation, comment, or other material contained in the file. A meeting between the faculty member and the area
head to discuss the faculty member’s performance is required if either requests such a
meeting.

Regional Campus Faculty

Annual reviews of tenured regional campus faculty are conducted by the regional
campus dean/director according to policies set forth in the Office of Academic Affairs
Policies and Procedures Handbook. The dean/director’s review letter is to be copied to
the director of the School of Music, or to the director’s designee. The faculty member,
the dean/director, or the director of the School of Music may request a meeting to
discuss the review or any other concerns.

2.2.3 Documentation

Each regular faculty member shall submit the following materials to the appropriate
area head:

- An updated curriculum vitae.
- A written report of activities in the areas of teaching, research, and service for the
  previous academic year.
- Quarterly SEI forms, student comment sheets, and other pertinent materials
documenting student evaluation. Faculty members are required to give each student,
along with the SEI form, a blank sheet of paper for comments. These comment
sheets provide a tool for self-evaluation and offer evidence of effective teaching.
- A statement of future goals and plans.

Copies of current curricula vitae will be stored in an accessible location for the scrutiny
of any faculty member.

Probationary faculty must follow the promotion and tenure dossier outline prepared by
the Office of Academic Affairs (OAA) to record their performance for annual reviews
and for salary determination. This documentation is intended to be cumulative; thus, the
record furnished in year two would include the activities of that year in addition to the
activities in year one, and so forth. As noted above, the school also uses this OAA
format to document the accomplishments of all of its faculty in each annual review.
Faculty who submit inadequate documentation for annual reviews should not expect a
merit increase in salary.

3 MERIT SALARY INCREASES AND OTHER AWARDS

3.1 Criteria

Decisions on merit salary increases and other awards are based primarily on evidence
that a faculty member has achieved excellence as a teacher, as an artist and/or scholar,
and as a provider of effective academic and professional service. Decisions are based
also on reasonable expectations that the faculty member will continue to develop in
these areas. Merit salary increases may be awarded for contributions in any one or
combination of the areas of teaching, research/creative activity, and service. While all
faculty members are expected to maintain full loads, the actual distribution of effort
across these areas is subject to adjustment in response to issues such as significant
research or creative projects, studio enrollment fluctuations, or essential service
activities.

The money available for salary increases each year is generally fixed at a small amount
and must be distributed in a manner that recognizes recent performance but also assures
that differences in salary levels are equitable. Achievement of the latter goal
necessarily means that the last year’s performance cannot be the sole determinant of
salary increases. It may also, on occasion, mean that focus of attention will be on dollar
increases and resulting salary levels rather than on percentage increases.

3.2 Procedures

In the spring quarter, the director requests all regular faculty members to document
their accomplishments for the review period, detailing activities in teaching,
creative/scholarly endeavor, and service. Faculty members are also asked to list their
professional goals for the next review period and to provide an updated curriculum
vitae. These documents are submitted to the area head, who, after evaluating the
faculty member’s apparent strengths and weaknesses as they are represented in the
material, provides the faculty member with a written summary evaluation of
performance in the three criteria areas. The area head then forwards copies of the letter,
list of goals, and updated curriculum vitae to the director. After making an independent
evaluation of these materials, the director makes a final decision regarding merit
increase of salary and sends to the faculty member a written notification of the
outcome.

Regional Campus Faculty

Regional campus deans/directors have responsibility for recommending to the provost
increases for regional campus faculty. Each dean/director will consult with the director
of the School of Music, or the director’s designee, before making these
recommendations.

3.3 Documentation

The documentation for merit salary increases is the same as that for annual reviews.
(See section II.2.2.3 above.)
4 REVIEWS FOR PROMOTION AND TENURE, AND FOR PROMOTION

Administrative Organization

Within the School of Music, three agencies are involved in appointment-renewal and promotion-and-tenure reviews: the eligible faculty (aided by the promotion and tenure committee), the area head, and the director. The judgments and actions open to each of these agencies are set forth below.

To assist the faculty, the school has a core promotion and tenure committee of regular faculty members holding the rank of professor. The director, in consultation with the administrative committee, appoints a three-member core committee for three-year, overlapping terms. For each area with persons to be reviewed in a given year, two additional tenured faculty members, who hold a rank higher than that of the candidate to be reviewed, are appointed by the area head to represent the pertinent discipline. Special appointments to the committee may be made for a candidate from an area that lacks sufficient eligible faculty. If an area has more than one candidate for promotion, and it has sufficient faculty at the rank of associate professor but insufficient faculty at the rank of professor, two separate ad hoc committees may be formed.

In promotion and tenure cases, decisions are made by the provost; all reports emanating from the school and the college include recommendations only. In every case, all communication with the candidate about either recommendations or decisions comes only from the director or from higher levels. The director informs the candidate that the School of Music review has been completed and that the letter prepared by the promotion and tenure committee on behalf of the eligible faculty and the director's letter may be reviewed in the director's office. At that time, the candidate may write a commentary that will be included in the dossier sent forward for review at the college level.

Regular faculty appointments are normally filled at the rank of assistant professor or above. Occasionally the successful candidate for an assistant professorship will not have completed the requirements for the terminal degree prior to beginning the first year of employment; in such cases, the director may choose to appoint at the rank of instructor. An appointment to the rank of instructor is probationary and cannot exceed three years. (Details on obtaining prior service credit for time spent as an instructor are given in Faculty Rule 3335-6-03 (B) (1).)

Promotion from assistant professor to associate professor automatically conveys tenure, but rarely occurs earlier than in the sixth year. If granted in the sixth year, promotion and tenure take effect at the beginning of the seventh year. Tenure is not granted below the rank of associate professor.

4.1 General Criteria: Promotion to rank of associate professor with tenure

The essential basis for promotion to the rank of associate professor with tenure is convincing evidence that the candidate has achieved excellence as a teacher, as an artist
and/or scholar, and as a provider of effective academic and professional service. Moreover, this evidence should justify the expectation that the candidate will continue to make valuable contributions relevant to the mission of the school in all of these categories.

4.2 General Criteria: Promotion to rank of professor

Promotion to the rank of professor is based on convincing evidence that the candidate has a sustained record of excellence in teaching; has produced a significant corpus of creative work or scholarship that is recognized on a national or international level; and has demonstrated leadership in service. Enhancement of the candidate’s intellectual and creative contribution to the school and the university since the last promotion—and a significant growth in recognition of that contribution—is an essential consideration for promotion to the rank of professor.

4.3 General Criteria: Regional campus faculty

The criteria for promotion and tenure of regional campus faculty adhere as closely as is feasible to the spirit of the mission statements of both the regional campus and of the School of Music. The essential basis for promotion and tenure for regional campus faculty is convincing evidence that the candidate has achieved excellence as a teacher, as an artist and/or scholar, and as a provider of effective academic and professional service. Moreover, this evidence should make it reasonable to anticipate that valuable contributions will continue to be made in all these areas relevant to the missions of the school and the university. This expectation is balanced by the understanding that the relative weight of teaching and service is ordinarily greater on regional campuses because the mission of the regional campuses is to provide quality instruction and serve the academic needs of their communities. For that reason, the school recognizes that the greater teaching and service commitments of regional campus faculty require different expectations. Nevertheless, the School of Music expects regional campus faculty members to establish a program of quality scholarship and creative activity. The judgment of whether a particular level of productivity meets the school’s standards for tenure and/or promotion will take into consideration the regional campuses’ different mission, higher teaching and service expectations, and lesser access to research resources.

4.4 Identification of individuals to be reviewed

Early in the spring quarter prior to the year of review, the director compiles the list of individuals to be reviewed for tenure or promotion. This list includes two subsets, (1) probationary faculty under mandatory review (4th and 6th -year tenure reviews), and (2) tenured faculty members seeking promotion as well as probationary faculty seeking early promotion. Upon the director’s invitation to those in the second subset, individuals desiring to be reviewed must indicate their intention in writing.
4.5 Procedures

Responsibilities of the area head in reviews for tenure or promotion. Early in the spring quarter, the area head, in consultation with the director, appoints two members to the promotion and tenure committee to represent the discipline of the faculty members to be reviewed. If the area head is to be reviewed, these members are appointed by the director.

After reviewing the faculty member's complete dossier, the area head forwards to the promotion and tenure committee a letter of evaluation.

Although the area head may attend meetings of the promotion and tenure committee, the level of participation in the proceedings should be limited to suggestions of additional issues or questions the committee should consider.

These duties are performed even if the area head does not hold a rank higher than that of the candidate being reviewed.

Responsibilities of the promotion and tenure committee in reviews for tenure or promotion. In the spring quarter, the core promotion and tenure committee receives the names of all faculty members to be reviewed in the next academic year and the names of the additional committee members for each candidate. Shortly thereafter, the chair of the promotion and tenure committee sends a letter copied to the director, notifying the candidate of the purpose of the review, the time schedule, and the date on which the review is to begin, and invites the candidate to submit materials to be evaluated.

By the end of spring quarter, or soon thereafter, the committee and the candidate select materials and send them to external reviewers. (The committee will wait until the autumn quarter to solicit a letter from the area head.) Evaluators outside the university from whom letters are requested must include some persons selected from a list submitted by the candidate and some persons recommended by the director, area head, or the promotion and tenure committee; no more than half of the letters contained in the final dossier should be from persons suggested by the candidate. To achieve this distribution, the promotion and tenure committee solicits a greater number of letters from reviewers selected by its members, the area head, or the director than by reviewers selected by the candidate. All external solicited letters that are received must be included in the dossier.

At the beginning of the autumn quarter, the committee will solicit from the eligible faculty letters describing the performance of the candidate. All internal solicited letters will be included in the dossier until it leaves the School of Music.

The committee receives the dossier from the candidate in time for review early in the autumn quarter. The committee studies all documents, discusses the merits of the candidate, and prepares a draft letter, which, together with the candidate's dossier, is presented to the eligible faculty for their consideration at a meeting specially convened.
for this purpose. The draft letter does not contain a specific recommendation to the faculty for action. Prior to the meeting date, copies of both the draft letter and the dossiers are made available to the eligible faculty for study. During the meeting, the eligible faculty reviews and discusses the draft letter and the dossiers, and votes on the case. A positive vote of at least 67% of the eligible faculty in attendance at the meeting constitutes a positive faculty recommendation.

It is recognized that the meeting of eligible faculty is a critical component of the review process. Attendance at this meeting is, therefore, considered a major responsibility of the eligible faculty and proxy votes are not admissible. Eligible faculty members who cannot attend the meeting are expected to notify the director as soon as possible after receiving announcement of the meeting date. In cases where a significant number of faculty members cannot attend, the director will, if practicable, reschedule the meeting to a more favorable time.

After the meeting, the chair of the promotion and tenure committee sends the director the dossiers, the committee’s letter, as amended by the eligible faculty, and the vote of the eligible faculty.

A faculty member with duties in more than one area must be reviewed by an appropriately constituted committee, whose ad hoc members are appointed jointly by the area heads involved, in consultation with the director of the school.

**Guidelines for the Committee**

*Examination of Evidence*

The committee should recognize that one of the strengths of the school is the diversity of interests and accomplishments of its faculty. This recognition includes the awareness that, among other things:

- Some areas of creative and scholarly research enjoy more support from extramural funding agencies than do others.
- Collaborative work, including that which crosses disciplinary boundaries, is acceptable and, in some research areas, to be recommended.
- There may be different expectations of the relative proportions of teaching, research, and service from one candidate to another.

*Conduct of the Review*

Although the essential role of the committee lies in synthesis and evaluation, the tenor of the relationship of committee to candidate should nevertheless be collegial rather than adversarial.
The committee should take an active role in the preparation of the candidate’s dossier, guiding the candidate in the compilation, organization, and presentation of materials. The ultimate responsibility for the dossier nonetheless remains with the candidate.

It is incumbent upon the committee to solicit and consider evaluations from the candidate’s peers in the field from outside the university. A “peer” is understood to be someone in the area of specialty and in a position to judge the candidate’s work.

It is appropriate for evaluators to consider the standing of the candidate relative to others in the field.

Meaningful evaluation requires a balanced review. The provost expects that both strengths and weaknesses of a candidate be presented in external letters of evaluation and in letters prepared by administrators and promotion and tenure committees. It should be understood that any mention of weaknesses will not inevitably lead to a negative recommendation. Rather, lack of comment on weaknesses that are nonetheless evident in the core dossier may raise questions regarding the credibility of evaluators.

It is the committee’s obligation to convey to the college and university levels the value of the candidate’s teaching and scholarship, especially when, as so often happens in music, the most significant activities are foreign to the experience of reviewers outside the field.

**Reviews for promotion, or promotion and tenure, for regional campus faculty.**

The dean/director initiates a review by the regional campus faculty. The dean/director then forwards the report of this review, and a recommendation to the director of the School of Music, for inclusion in the candidate’s dossier and for the use of the school’s promotion and tenure committee. From this point, the review follows the same course as all promotion and tenure reviews, with two exceptions.

1. The director of the School of Music sends to the dean/director copies of the peer evaluations, of the promotion and tenure committee’s report (containing the eligible faculty’s vote and assessment of the candidate’s strengths and weaknesses), and of the director’s recommendations.

2. If the recommendations of the regional campus dean/director and the director of the School of Music differ, the dean consults with both before making a recommendation.

**Responsibilities of the candidate’s peers in a review for tenure or promotion.**

Faculty colleagues have the basic responsibility for evaluation of academic accomplishments in the areas of teaching, research, and service for candidates for tenure and/or promotion. This evaluation is to be based on the core of the dossier and supporting material, as well as on direct knowledge of the candidate’s teaching, service, and research or performance. Eligible faculty (defined in section 1.1.4) meet to review
each candidate’s case in open discussion and, by vote, render a favorable or
unfavorable recommendation.

To facilitate the peer-review process, two-member teams conduct formal reviews of
teaching by evaluating a broad range of evidence associated with the teaching
assignment of the candidate. This evidence must include direct observation, and may
involve juries, student recitals, studio or classroom visits, and the evaluation of syllabi
and other teaching materials. These visits may be pre-arranged or spontaneous. The
resulting written evaluation of teaching is addressed to the area head, copied to the
candidate, and placed in the candidate’s file in the director’s office for use by the area
head, promotion and tenure committee, and director in drafting review letters. The
two-member teams are chosen jointly by the candidate and the area head and may
include the area head, and if need be, one member from another area. If an area head is
a candidate, the director participates in the choice. The candidate may review his/her
personnel file and may place in that file a response to the peer evaluation.

For probationary faculty, formal peer-review of teaching is required at least once a
year, and more often if deemed necessary by the area head and director. For tenured
faculty seeking promotion, at least two formal peer-evaluations of teaching are required
before making application. These formal evaluations are to date from separate
academic years, not including the year of the review for promotion. Tenured faculty
requesting peer-evaluation of teaching must notify the director, in writing, by the end of
the first week of autumn quarter.

**Summary of responsibilities of the director in reviews for tenure or promotion.**

At the time of appointment, the director furnishes probationary faculty with a copy of
this handbook. If this handbook is revised during the probationary period, probationary
faculty will be furnished with copies of the revised handbook.

After appointing the core promotion and tenure committee, the director arranges a first
meeting of all those who will serve as promotion and tenure committee members in the
following year and conveys to them the names of candidates to be reviewed.

If an area head is to be reviewed, the director appoints the two ad hoc members of the
committee for that review.

The director receives the report and vote of eligible faculty, together with each
candidate’s dossier. The director then prepares a report on each candidate to be
forwarded to the dean of the college, along with the portion of the dossier required by
the provost and the report and vote of the faculty. The director’s report conveys his/her
recommendation and the considerations leading thereto. When not in agreement with
the judgment of the eligible faculty, the director meets with the five-member committee
to explain the basis of the disagreement before forwarding the reports. The director
also sends a letter to the dean, explaining the reasons for the divergent
recommendation, and copies the letter to the area head and to the committee.
The director may attend deliberations of the promotion and tenure committee only by the committee's invitation. The director's participation should be limited to answering questions raised by the committee and to suggesting additional issues or questions for consideration.

The director informs the candidate, in writing, when the report of the promotion and tenure committee and the director's letter have been completed, and of the availability of these documents for consultation. The candidate may request a copy of these documents, and will be given ten days, after receiving notification of the review's completion, in which to provide such written responses as he/she may wish to include in the dossier. The promotion and tenure committee and director may provide written responses to the candidate's comments, and these responses will also be included in the dossier. Only one set of written comments on the School of Music level is permitted.

The director informs the candidate of subsequent steps to be taken in the review process. When a final decision has been reached, the director informs the candidate of that decision. If the decision is negative, the director provides information on appeal procedures. If the negative decision also involves non-renewal of appointment, then the director specifies the appropriate termination date of appointment.

4.6 Documentation and Specific Criteria

Faculty members under review must follow the promotion and tenure dossier outline prepared by the Office of Academic Affairs to record their performance for annual reviews and for salary determination. It is the candidate's responsibility to submit all requested materials.

Excellence in teaching is documented in part by formal peer-review and through the use of the SEI protocol required by the school.

Valuable activities include the institution of new courses, and the advising and mentoring of undergraduate and graduate students. Because the recruitment and retention of outstanding students is essential for the overall excellence of the school, performance in this area is another criterion to be addressed in the teaching component.

The broad range of faculty activities in the school reflects the great diversity of activities proper to the field of music. What constitutes research across the disciplines of performance, composition, musicology, and pedagogy of music therefore requires correspondingly diverse criteria of evaluation in terms of both quality and type of contribution. It is essential that the faculty member produce a record that clearly shows a continuous and growing influence in the area of specialization. In addition to traditional forms of publication, such as peer-reviewed articles and monographs, some faculty members may meet research expectations through musical performance and composition. Publication of textbooks and pedagogical computer software is considered as research to the degree that pedagogical, programming, design, or subject-specific innovations are involved; otherwise, it is considered under teaching.

Extramural funding opportunities in the arts are relatively limited compared to many
other disciplines in the academy. Nevertheless, success in this category is an important indicator of professional recognition.

Excellence in faculty service involves contributions directed to both the institution and the profession. Such contributions are exemplified by, but not limited to,

- Membership on school, college, and university committees.
- Membership and offices held in professional organizations.
- Service on editorial boards, committees of professional organizations, and as evaluator of performances, composition, and scholarship.
- Service to university, student, and community organizations through musicianship or musical scholarship.
- Service to university, student, and community organizations in extra-musical ways.
- Service as an administrator at area, school, college, or university levels.

While the particular variety of service contributions will differ from one faculty member to the next, the effective governance of the school requires that all faculty members accept responsibility for an equitable share of the service load.

Specific criteria for promotion to associate professor in the specialized disciplines of the school

1. **Music Education faculty**: Creative and scholarly contributions in music education take various forms. Accomplishment may be evidenced through published books, articles in journals, scholarly presentations, musical performances, and published compositions and arrangements. Products which receive dissemination nationally or internationally are expected, and products that are peer reviewed are given the most credit. Quality is valued more than quantity, though a record of steady productivity is important. Consideration is given to work in progress.

A significant record of service, including outreach, to the profession at the local, state, and national level is important, as is service to the music education area, school, college, and university. Leadership at the national level is preferred. Conducting professional development workshops and clinics, consulting, and adjudicating events are considered service activities.

2. **Musicology and Music Theory faculty**: Research is an essential purpose of these disciplines. Research leads to better teaching, to innovation in curricula, and to professional growth of the faculty, in addition to the development and application of scholarly knowledge. In the evaluation of research, special emphasis is placed on quality and originality. Consideration is given to work in progress. Evidence must indicate that the research accomplishments of the candidate are significant contributions to scholarship, recognized nationally or internationally. Such evidence may include:
1138 (1) Publications. The kind, scope, and quality of publications is considered.
1139 Publications based on original research have primary importance as evidence of
1140 scholarly achievement. These typically consist of books, monographs, critical
1141 editions, articles, and in some cases, reviews. Articles and reviews appearing in
1142 refereed publications receive greater weight than those appearing elsewhere.
1143 Textbooks and computer software intended as tools for instruction are judged as
1144 scholarly works to the extent that they present new ideas or incorporate the results
1145 of scholarly research.

1146 (2) Presentations and performance activities. Presentations of papers and
1147 participation in sections, panels, and symposia at professional meetings are
1148 considered in the evaluation of the candidate’s scholarly achievement, as are
1149 musical performance activities informed by the candidate’s scholarly research.
1150 Invited presentations to academic or professional organizations receive special
1151 consideration.

1152 (3) Group research projects. Consideration is given to the candidate’s role in group
1153 research projects at the local, national, and international level.

3. Composition faculty: Creative work is essential in the composition area.
1154 Consideration is given to both quality and quantity in the evaluation of creative
1155 work, with special emphasis placed on quality and originality. Consideration is also
1156 given to work in progress. Evidence must indicate that the accomplishments of the
1157 candidate are significant contributions to the field of composition, recognized
1158 nationally or internationally. Such evidence may be demonstrated in the following
1159 ways:

1160 • Dissemination of compositions through performances, recordings, publications,
1161 broadcasts, and presentations.

1163 • Activity in professional organizations, including adjudication in national or
1164 international competitions, and elected membership in professional organizations.

1165 • Other aspects of visibility in the field, including press reviews and general media
1166 exposure, including radio, television, and other outlets.

1167 • Professional recognition, including commissions from performing arts institutions
1168 for creation of new work; prizes and awards; and residencies.

4. Performance faculty: Given the curatorial nature of musical performance in the
1169 academy, it is the responsibility of performance faculty to present a diverse
1170 repertory of music, both on and off campus. Successful performance faculty
1171 demonstrate artistry at a level of excellence that meets national standards, and have
1172 impact upon the profession on a national or international scale.

1174 Creative/scholarly activity for faculty in the performance areas, in addition to
1175 performing activities, may also include activities of professional significance, such
1176 as publication of literary and musical works, and articles in professional
publications. To help judge the significance of performances, the repertoire list supplied by the candidate must be included in the materials submitted to outside reviewers.

As regards teaching, consideration is given to the following areas:

- Improvement shown by matriculated students in performance examinations and in solo and ensemble performances.
- The candidate’s work, within the context of his or her performance area, in the recruiting, retention, and career development of outstanding students.

5 NON-RENEWAL APPEALS

If a candidate believes that a non-renewal decision or negative promotion and tenure decision has been made in violation of the university’s rules governing criteria and procedures for such reviews, the candidate may appeal that decision. Procedures for appealing a decision based on an allegation of improper evaluation are described in rule 3335-5-05 of the Rules of the University Faculty.

6 SEVENTH-YEAR REVIEWS

In rare instances, the director may petition the dean for permission to conduct a seventh-year review for an assistant professor who has been denied promotion and tenure. The cycle of petitions, approvals, and deadlines for a seventh-year review is described in rule 3335-6-05(B) of the Rules of the University Faculty. Points to be emphasized here are (1) that the petition must provide documentation of substantial new information regarding the candidate’s performance that is directly related to the reasons for the original negative review, and (2) that the conduct of a seventh-year review does not presume a positive outcome.
PART III: OPERATIONAL POLICIES AND PROCEDURES

1 LOAD POLICIES

Basic load expectation

The School of Music carries obligations in teaching, research, and service, and each faculty member contributes to the fulfillment of these obligations. Loads are assigned by the area heads in consultation with the director. They are structured to provide an appropriate balance of the three obligations in accordance with the needs of the school and the activities of the faculty member.

1.1 Teaching

Musicology, Music Theory and Composition, and Music Education Areas

The average teaching load is 5 or 6 courses per year over three quarters, assuming normal research and service components. Individual instruction in composition is considered equivalent in load to applied lessons in the performance areas. Supervision of 3 or 4 student teachers is deemed equivalent to one course. Loads are adjusted by the area head to fit individual circumstances, taking into account the amount of work required for each course (including such elements as preparation, grading, writing assignments, class time, or field-based instruction with travel). No faculty member may teach more than 9 or fewer than 3 courses per year.

In addition, each faculty member may be expected to serve as major advisor for a reasonable number of dissertations and masters theses. Lab supervision, individual studies courses, teaching-assistant supervision, and service as a member of graduate committees are also normal activities for faculty; participation in these activities may vary according to the amount of work involved.

Performance Areas

Teaching load in the performance areas, where much of the instruction takes place in individual lessons, is measured according to units of load. The evaluation of these units varies according to the type of teaching activity, as defined below. The average quarterly teaching load is 18 units. This load, which assumes normal research and service components, is adjusted by the area head to fit individual circumstances, taking into account the level and quantity of work (including such elements as preparation, grading, writing assignments, or class time). No faculty member may teach fewer than 12 or more than 26 units per quarter.

The following activities are assigned 1 unit of load per actual contact hour:

- Undergraduate major and non-major applied lessons.
• Graduate non-major applied lessons.
• Chamber music coaching.
• Studio classes.

The following activities are assigned 1.5 units of load per actual contact hour:

• Undergraduate applied lessons during the quarter of a recital.
• Graduate major applied lessons.
• Chamber groups requiring additional preparation, e.g., conducting small ensembles.

The following activities are assigned credit according to distinct formulas:

• Major ensembles: 1/2 teaching load per ensemble.
• Academic classes (including literature, pedagogy, methods, and Alexander Technique): 1 to 10 units, depending on the type and quantity of work required for the course (including such elements as preparation, grading, writing assignments, class time, or field-based instruction with travel).

In addition, each faculty member may be expected to serve as major advisor for a reasonable number of masters and doctoral students. Individual studies courses, teaching-assistant supervision, and service as a member of graduate committees are also normal activities for faculty; participation in these activities may vary according to the amount of work involved.

1.2 Research and Creative Activity

Faculty members are expected to demonstrate consistent achievement in research and creative activity. On average, scholarly productivity should include active involvement in at least one primary or several smaller projects each academic year. In order to provide regular evidence of progress in scholarly productivity, each faculty member submits (1) an annual plan of proposed research and creative activity and (2) an annual report of completed projects and research in progress. (A description of research and creative activities is given in section II.4.6.)

1.3 Service

Each faculty member is expected to participate in the ongoing service obligations of the school. This obligation is uniform across areas. (A description of service activities is given in section II.4.6.)
1.4 Disclaimer

The above policies do not constitute a contractual obligation: fluctuations in instructional demands and in the individual circumstances of faculty members may warrant deviations from these policies. In addition, completion of normal levels of activity does not, in and of itself, necessarily constitute meritorious performance.

2 CURRICULAR PROCEDURES

The curricula of the school are the responsibility of the faculty. Proposals for the establishment, alteration, and abolition of courses or curricula may originate with an individual faculty member, group, area, or committee of the school. Course and curriculum proposals are submitted first to the area concerned for approval of their educational merit. If approved by a majority of the area faculty, a copy is forwarded to the graduate studies committee for approval of graduate courses and curricula or to the associate director (signing as undergraduate studies chair) for approval of undergraduate courses and curricula. The chair of the graduate studies committee or the associate director then reports the recommendation to the curriculum committee.

The sponsor of the proposal accepts the responsibility to investigate all aspects and ramifications of the proposal, consulting with areas and individuals likely to be concerned or affected. A letter of reaction from each of those consulted must be attached to the proposal.

Proposals passed from the area to the next level must be submitted on the appropriate university forms, neatly typed and provided with the necessary attached documents. These forms are “New Course Request,” “Course Change Request,” and “Group Studies Request.” The routing information on these forms serves as a record of the approval of the area, graduate studies committee or associate director, curriculum committee, administrative committee, and faculty. The following table relates the titles on the university routing forms to the administrative structure of the School of Music:

<table>
<thead>
<tr>
<th>SOM officer</th>
<th>signs as</th>
<th>representing approval of the</th>
</tr>
</thead>
<tbody>
<tr>
<td>area head</td>
<td>academic unit chairperson</td>
<td>undergraduate program</td>
</tr>
<tr>
<td>associate director</td>
<td>undergraduate studies committee chairperson</td>
<td>undergraduate program</td>
</tr>
<tr>
<td>graduate studies</td>
<td>graduate studies</td>
<td>graduate studies</td>
</tr>
</tbody>
</table>
Proposals for group studies (course numbers 694 or 894) are sent to the associate director, who provides the required scheduling information.

If a proposal is found acceptable by both the curriculum committee and the graduate studies committee or associate director, the curriculum committee forwards it to the administrative committee for budgetary analysis.

If, after consideration by the administrative committee, it appears that the proposal can be implemented, the director remits the proposal to the chair of the curriculum committee, who sends a written summary of the proposal to the full faculty not less than one week preceding the faculty meeting at which the proposal is to be discussed. If the proposal receives the approval of a majority of the faculty present at that meeting, the director transmits it to the appropriate committee of the College of the Arts.

If a change is recommended by any one of the above bodies, that change is sent back to the sponsoring area and the review process reinitiated from that point.

To ensure efficient processing of curricular proposals:

- The area head ensures that a proposal is well written before it is submitted to the curriculum committee.
- A proposal that needs further work is returned to the area head, rather than to the initiator of the proposal.
- The area head is encouraged to attend the relevant meeting(s) of the curriculum committee.
- The chair of the curriculum committee ensures that approval signatures are obtained in a timely fashion.
- The chair of the curriculum committee is invited to any meeting of the administrative committee at which curricular proposals are to be discussed.
3 PROFICIENCY ("EM") CREDIT PROCEDURES

Proficiency ("EM") credit is given in accordance with Faculty Rule 3335-7-21. In addition, the following rules apply specifically for all courses offered by the school:

Content of the Examination

- The EM examination should be more comprehensive than the final examination for the course.

- The examination should be drawn up by two faculty members of the area with the approval of the head and the approval of all faculty members teaching the particular course.

- Copies of EM examinations should be filed with area heads for general area use.

Administration of the Examination

- For a required course, the examination must be taken prior to the last offering of the course before graduation.

- Examinations in applied music are to be heard by the appropriate final examination committee.

EM credit is reported according to the directions on School of Music EM form.

4 SCHEDULING CONVOCATIONS, SECTION RECITALS,

STUDIO CLASSES, AND FACULTY MEETINGS

First priority for scheduling at the school’s sixth class hour (Monday through Friday) is given to convocations, section recitals, studio classes, and faculty meetings. Classes populated mainly by music majors may be scheduled at these times only after alternative scheduling possibilities have been exhausted.

5 PERFORMANCE SCHEDULING AND CANCELING

Scheduling

For the scheduling of an event, a date and room must be assigned in consultation with the scheduling coordinator in Weigel Hall (292-2664). A Needs Sheet must then be filled out. This form must be submitted no later than ten days before the event. It is the responsibility of the person scheduling the event to arrange for programs with the appropriate area secretary, and for publicity with the College of the Arts Communications Office in Mershon Room 403 (292-8050).
Cancellation

As soon as it is known that an event is to be canceled, the person scheduling the event has the responsibility to communicate the fact in writing to the scheduling coordinator, the area secretary, and the Arts Communications Office. This must be done as soon as possible, since up-to-date concert information is posted in Weigel and Hughes Halls and on the concert information line (292-3007).

Final Examination Protected Period

School of Music performances (with the exception of faculty, guest artists, and student recitals fulfilling degree requirements) may not be scheduled during the period that reaches from the three days prior to the first day of examinations through the final examination day for winter or spring quarters. The same restriction applies for the autumn quarter with the following exception and accompanying procedures:

• One special holiday concert may be scheduled to begin no later than 3:00 p.m. on the Sunday before exam week.

• Ensemble directors must secure permission to schedule the performance and concomitant rehearsals during the above period from the faculty committee and the administrative committee.

• Approval and scheduling of holiday programs must be completed no later than the previous spring quarter.

• The amount of extra rehearsal time requested must be agreed upon by the faculty committee and the administrative committee before the request is approved.

• In the event of a Sunday concert, the ensemble director may call one extra rehearsal on Friday, Saturday, or Sunday.

Ensemble directors must obtain permission from the faculty committee and the administrative committee before scheduling any engagement that would constitute an exception to the rule that the final examination period is protected. The intent of this regulation may be clarified by the following guidelines regarding exceptional event status:

• It must be an event of the highest musical significance.

• It may involve conductors and/or artists of national renown in the performance area(s) concerned.

• It should represent a unique and exemplary educational experience.

• It may represent a response to university or Ohio legislative officials for a performance at important university or state functions.

• It must not impose any curricular setback or financial burden on participating students.
6 OFF-CAMPUS PERFORMANCES

Contractual, travel, and publicity arrangements for off-campus appearances by faculty and student groups are handled by the faculty member in charge.

In the planning of tours involving students, consideration must be given to student time. The number of school days spent off campus is limited to a total of five during the year for each organization. The faculty member in charge has the responsibility to notify faculty of off-campus activities, according to the guidelines in section III.7, below.

7 ACTIVITIES THAT CAUSE STUDENTS TO MISS CLASSES

When an instructor plans an activity that would cause students to miss regularly scheduled classes, the following guidelines are followed:

- The instructor provides a list of all such activities and the students involved by the third week of each quarter. This information is forwarded to the office of the associate director. A compilation of this information is then distributed to all faculty and teaching assistants.

- For activities not on this list, such as events planned after the first three weeks of the quarter, a minimum of one week’s notice must be given to all concerned instructors and TAs. Events taking place during the first three weeks of the quarter also fall into this category: at least one week’s notice or notice during the previous quarter is necessary.

8 RESEARCH ASSIGNMENTS

Professional Leave Program

Faculty Professional Leaves (FPLs) are intended for faculty with special proposals for research and/or creative activity. Professional leaves are an important means by which faculty members can enhance their teaching effectiveness, scholarly interests, and overall performance. To ensure that these purposes are fulfilled, the process for approving leaves stresses careful planning and includes peer review. Any full-time faculty member holding at least a fifty percent appointment with at least seven academic years of teaching service at the university may be granted a professional leave for a period not to exceed one academic year (usually two or three quarters). Salary information is outlined in the college regulations. FPL proposals are usually submitted in November of the year preceding the academic year of the requested leave. Proposals are submitted to the area head for peer review and forwarded to the director for approval. Requests recommended by the director are forwarded to the dean.
Special Research Assignments

Special Research Assignments (SRAs) are intended to meet the special needs of the individual faculty member involved in creative and/or research activity or teaching enhancement. SRAs are normally granted for one quarter, and the recipient is excused from teaching and service. A limited number of SRAs are available each academic year. They are viewed by the school as especially valuable for those faculty in the probationary period. Project proposals should be written and forwarded to the area head who, after peer review, forwards them to the director with a recommendation for or against approval. They are awarded following positive recommendation by the director and approval of the dean.

9 QUARTER OFF DUTY

Faculty members are excused from area, faculty, standing, and special committee meetings during quarters off duty, including SRAs. An alternate is elected or appointed for major committee assignments.

10 FACULTY FUND

A Faculty Fund has been established to purchase, on behalf of the faculty and staff as a whole, flowers, cards, or other expressions of sympathy for individual faculty members. Only the director, associate director, area heads, and faculty committee chair may authorize such expressions. Faculty and staff are encouraged to notify the above individuals of appropriate occasions. It is the responsibility of the faculty committee to request contributions from the faculty.
Revised excerpt from “Responsibilities of the promotion and tenure committee in reviews for tenure or promotion” (School of Music Pattern of Administration, aka Faculty Handbook):¹

For fourth-year and sixth-year reviews:

In preparation for the School’s fall or spring promotion and tenure meeting, the subcommittee receives the dossier from the candidate and any applicable supporting documents from the Director’s office. The latter will include such items as annual review letters, peer observation of teaching, external letters, and letters from regional deans, as appropriate. The subcommittee immediately provides a copy of all materials to the area head, and soon thereafter receives a letter from the area head. Copies of all items are then made available to the eligible faculty for study.

The subcommittee studies all documents, discusses the merits of the case, and advises the subcommittee chair on summary remarks to be delivered to the eligible faculty at the promotion and tenure meeting. At that meeting the subcommittee chair provides a summary of the candidate’s case and leads a discussion, during which the eligible faculty reviews and discusses the merits of the case for or against promotion. After a time, the Director calls for a straw vote by secret ballot in order to gauge whether the final vote will reflect the discussion. Discussion may continue after the straw vote. After all discussion has concluded, the faculty formally votes by secret ballot. A positive vote of at least 67% of the eligible faculty in attendance at the meeting constitutes a positive faculty recommendation. Abstentions are removed from the total voting contingent.

The subcommittee then prepares a letter summarizing the discussion at the meeting. It is expected that the letter from the subcommittee will allow readers at higher levels to contextualize the vote of the faculty, and that the letter will reflect the various positions expressed during the discussion. It is not necessary for the letter to summarize the content of the dossier. The subcommittee’s letter, the area head’s letter, the candidate’s dossier, and the vote are then forwarded to the Director.

For other probationary annual reviews:

The procedures are as above, except that typically the eligible faculty does not vote (unless a vote is deemed necessary during the discussion of the case), and the subcommittee does not prepare a letter summarizing the meeting. Instead, the Director’s letter will include such a summary.

¹ The paragraph in the current Handbook on faculty attendance at the P&T meeting belongs in the section on the “Responsibilities of the Candidate’s Peers.” To that section should also be added the following: “It is the responsibility of eligible faculty to review the candidate’s dossier and supporting documents prior to the promotion and tenure meeting. Eligible faculty should not rely exclusively on comments made at the meeting in forming their opinions.”
School of Music
Promotion and Tenure Structure and Processes
Changes Adopted, February, 2009

I. Structure: Two standing Promotion and Tenure Subcommittees, Academic and Performance
   a. Composition
      i. Membership consists of five faculty: three full professors, and two associate professors.
      ii. Full professors represent three different areas
      iii. One associate professor comes from other broad area of the School (e.g., a performance area associate professor will be included in the academic subcommittee)
      iv. Members are appointed by Director to three year rotating terms.
   b. Duties of P+T Standing Subcommittees
      i. Solicit faculty and external letters concerning promotion and tenure cases and probationary reviews
      ii. Assist candidates in creation of dossiers for promotion and tenure
      iii. Draft letters to present to School of Music faculty at P+T meetings
         1. for fourth year, promotion, and tenure cases as advisory step to faculty vote
         2. for first, second, third, and fifth year probationary cases as report to eligible faculty on progress to tenure and promotion
      iv. Annually initiate process of discussions with associate professors to offer optional process of advisement for promotion
         1. solicit faculty feedback as part of process
         2. Following above, meet with associate professor and with School Director to discuss readiness for promotion and to suggest ways that Director can help facilitate associate professor’s progress in this area
   c. Timeline for P+T Standing Subcommittees
      i. Autumn
         1. solicit letters from colleagues on promotion cases
         2. draft letters for School P+T Committee
         3. present cases at annual School P+T fall meeting
      ii. Winter
         1. solicit optional materials from associate professors
         2. solicit feedback from full professors in area
         3. meet with faculty member and Director to discuss
      iii. Spring
         1. vet probationary faculty dossiers
         2. solicit letters from colleagues for probationary faculty reviews
3. prepare letters for all probationary faculty and share with tenured faculty
4. present cases for fourth year reviews at spring faculty P+T meeting  
   (note: probationary faculty in the School as of Winter, 2009 who have not yet gone through their fourth year review will remain on the previous calendar, which will place their review during the fall schedule of P+T activities)