

SPECIAL PROCEDURES IN THE JACOBS SCHOOL OF MUSIC FOR TENURE AND PROMOTION DECISIONS

(Tenure-track and tenured faculty)

Construction of the dossier

The candidate's dossier serves as the communication vehicle to all reviewing bodies. Each candidate for tenure and/or promotion develops most parts of the dossier, and may request access at any time to other material in the dossier according to the "Access to Records" policy of Indiana University. Collection of materials and construction of the dossier are extremely important tasks.

The Associate Dean for Instruction and the staff of this office will initiate the process according to guidelines issued by the Vice Provost for Faculty and Academic Affairs (VPFAA) and will aid the candidate in completing the process according to a timetable (below) designed to have proper materials available to meet University deadlines. Since it is the candidate who knows his/her background and accomplishments best and who has the materials at hand and on file, it is the candidate's responsibility to collect and organize them with the assistance of materials available online from the Office of the Vice Provost for Faculty and Academic Affairs, together with the help of the Associate Dean for Instruction of the Jacobs School.

Time in rank before consideration for tenure and promotion

The tenure probationary period may not exceed seven years, and thus a tenure dossier must be presented at the beginning of the sixth year of a faculty appointment. Preparations for the dossier will be made in the spring of the fifth year. Tenure-track assistant professors will be considered concurrently for promotion to associate professor. In unusual situations a faculty member, with the support of the department, may be considered for early tenure, but in no case will preparation of a dossier begin earlier than the **fourth semester** of a full-time tenure-track appointment. A faculty member who applies for early tenure should expect only one full tenure review at the campus and university levels. The faculty member may withdraw the request for early tenure before the dossier is submitted to the Office of the VPFAA, especially if negative recommendations have been made at the department or school level or if the dossier is incomplete.

Typically a faculty member is in rank as an associate professor for ten to twelve semesters before preparing a dossier for promotion to full professor. At a minimum the time in rank as an associate professor must be at least **four semesters**. Within these guidelines promotion dossiers for full professor may be prepared at any time.

Timetable for review

The timetable used by the Jacobs School for assembling and reviewing a dossier is as follows:

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| February | Candidate notified of deadlines and advised as to material collection procedures. |
| Late March | Candidate submits to the office of the Associate Dean for Instruction a curriculum vitae |

and a list of names of external evaluators, IU non-departmental colleagues and former students. If names of external evaluators have not been submitted by June 1, it is unlikely that letters will be received in time, and work on a promotion dossier will not proceed. The candidate should also specify in writing the area or areas of excellence to be considered in the dossier.

- Early April The candidate's department submits to the office of the Associate Dean for Instruction a departmental list of names of external evaluators.
- Mid April The candidate submits to the office of the Associate Dean for Instruction all materials to be sent to the outside evaluators.
- September 1 Candidate's completed electronic dossier must be ready for action by the department. The dossier will be inventoried by the chair of the departmental tenure/promotion committee and the Associate Dean for Instruction. After any revisions are made by the candidate, the dossier will be routed to the departmental committee members. Candidates for promotion who have not submitted their complete dossier by September 1 will not be reviewed for promotion during the current year, but may submit their materials for the next year's review.
- Early September Dossiers routed to departments for action by department and chairperson.
- September 25 Dossiers routed by the departmental committee chair to Jacobs School of Music Promotion and Tenure Committee.
- October 20 Tenure dossiers routed to the Dean of the Jacobs School of Music by the chair of the School Promotion and Tenure Committee.
- November 1 Tenure dossiers routed to VPFAA's office by the Dean.
- November 10 Promotion dossiers routed to the Dean of the Jacobs School of Music by the chair of the School Promotion and Tenure Committee.
- December 1 Promotion dossiers routed to VPFAA's office by the Dean.

Letters for the dossier

1. The candidate should discuss with the chairperson of the department the area(s) of excellence. The area or areas must be identified in all solicited letters on behalf of the candidate and must be one(s) in which the candidate and the department are in agreement.
2. The candidate will supply a list of five to six people from outside Indiana University. The candidate should include a short statement about his/her connection to each person, the standing of the individual in the field, and any other justification for the person's serving as an evaluator. Usually most evaluators should have university connections, or should be selected because their professional standing provides an important perspective on the candidate's work. The department chair should check with the evaluators to be sure they are willing to write a letter.
3. After discussion with the appropriate members of the department (tenured or tenured full professors), the departmental chairperson will compile a separate list of five to six people from outside Indiana University, checking the candidate's list so that there is a minimum duplication of names. The connection of the candidate to these evaluators should also be explained, along with their standing in the field; most should have a less direct connection with the candidate.

The department chair should check with these evaluators to be sure they are willing to write a letter.

Note: The outside evaluators suggested by both the candidate and the department should be tenured faculty (and full professors, if a promotion dossier for full professor is being prepared), or should have equivalent professional qualifications. Most of the outside evaluators should not have a significant relationship with the candidate (such as thesis advisor, co-author, former colleague or classmate); in all cases the relationship between the reviewer and the candidate should be clearly explained.

4. The Associate Dean for Instruction will write letters to these outside evaluators (a minimum of nine people). They will each be sent materials electronically: the candidate's vita, the Jacobs School procedures, and an appropriate selection of publications or other materials (e.g. recordings, scores and videos) relevant to the area(s) of excellence agreed to by the chair and the candidate. If any evaluator requests hard copies of materials, the candidate will provide materials to be mailed and the School will provide mailing services and postage.
5. The candidate may provide a list of no more than eight Indiana University colleagues who are willing to write a letter. These should not be members of the candidate's department (since the department has an official role in the process), but may be people inside and/or outside the Jacobs School in other departments. For cases of tenure, these colleagues should be tenured faculty. For cases of promotion to full professor, these colleagues should currently be full professors. The department chair should check with these colleagues to be sure they are willing to write a letter. Other members of the Indiana University community, such as staff members or non-tenured faculty with whom the candidate has worked closely, may also be asked to write letters. These IU colleagues will be provided with a copy of the candidate's vita and the Jacobs School guidelines, but not with additional materials.
6. The candidate should also provide a list of six to eight former students to be solicited. Any current student (including anyone for whom the candidate has degree responsibility, such as students still finishing dissertations or final recitals) should not be included in this list.
7. Unsolicited letters are normally not part of the file but may be included in the dossier with the candidate's consent.

Substantiating materials for the dossier

Materials for the dossier should be submitted by the candidate organized according to the checklist of the university e-dossier. During dossier preparation the candidate should work with the department chair and the staff in the Office of the Associate Dean for Instruction, following the detailed guidelines for dossier preparation from that office.

Jacobs School reviewers take several factors into consideration in arriving at a recommendation to be submitted to the campus administration. These factors and the voting categories are outlined below (see sections on research/creative activities, teaching, and service and the description of the review of the dossiers). The candidate should also check with the department as to any specific requirements listed in departmental guidelines. However, any individual departmental guidelines must conform to the general procedures and requirements stated in the Jacobs School and University guidelines.

To be recommended for tenure or promotion, the reviewing committee must be satisfied that the faculty member has achieved or exceeded certain standards of the Jacobs School. These standards relate to the major criteria of the University (research and creative activity, teaching, and service) and to the mission of the School.

I. Evidence of research/creative activity

Contributions in the research/creative activity area may be substantiated by the following:

- Scholarly research, including all published and in-press journal articles, book chapters, books published, and manuscripts in draft. Substantial review-essays may be included in this category.
- Scholarly editions of music published or accepted by a reputable press
- Presentations both invited and competitive at regional, national, or international meetings or for a similar professional gathering
- Compositions, published and unpublished
- Recitals on the Bloomington campus and elsewhere, including solo performances and performances with chamber groups, orchestras, or other ensembles
- Performances related to scholarship
- Creative activity such as choreography, stage direction, and stage design
- Clinics and guest conducting appearances
- Recordings and recording contracts
- Development of new technologies
- Reviews of books, articles, compositions, performances, and other creative activity
- Grants and contracts for research and/or creative activities
- Awards and honors for research/creative activity

To be considered **Excellent** in research/creative activity, the candidate must demonstrate the following, as appropriate:

- Evidence of quantity and quality of publications, including books and publications in major peer-reviewed professional journals, collections, and Festschriften
- Evidence of performances and professional activities at a high artistic level in professionally significant venues, both in the United States and other countries
- Evidence of performances of major compositions

- Evidence of performances at a high artistic level here at Indiana University
- Evidence of national recognition as a scholar, composer, performer, clinician, or other creative artist (for full professor a substantial national/international profile is usually required)
- Important recording or publishing contracts
- Positive reviews of publications, performances, and other artistic activity

II. Evidence of Teaching

Contributions in the teaching area may be substantiated by the following, as appropriate to the specific discipline:

- A list of specific courses taught and the enrollments listed by semester and academic year (including numbers and levels of students in individual studio study)
- Chamber music coaching
- Independent study supervision and supervision of minor field candidates
- Doctoral committees (advisory and research), including titles of dissertations or documents directed (with dates) (including membership in research committees at other institutions)
- Copies of pedagogical books, articles, educational recordings, and other materials (e.g. websites, videos); reviews of the materials as evidence of the national impact of the pedagogical contribution
- Evidence of the quality and quantity of teaching: student evaluations (summaries of teaching evaluations, student comments)
- Peer evaluations based on class or lesson observations, student recital hearings and juries, or on other performances or activities of students
- Evidence of course development: syllabi, descriptions of innovative approaches to instruction, special curriculum design, incorporation of new technologies
- Workshops, festivals and lectures, including peer evaluations of presentations and materials
- Grants for curriculum development
- Teaching awards and recognition
- Unsolicited comments from students and colleagues indicating the influence of the candidate's teaching
- Evidence of student achievement

To be considered **Excellent** in teaching, the candidate must demonstrate the following, as applicable:

- the ability to attract and hold qualified major students in a specific performance area
- a high level of educational value and artistic quality for public performances of the various Jacobs School ensembles (for faculty members whose duties involve coaching, directing or conducting students in public performances)
- a high level of educational value, artistic quality, and success of students who perform solo or chamber recitals or who have significant solo roles in ensembles (for faculty members whose duties involve teaching and preparing students for these performances)
- evidence of national recognition as a pedagogue (based on materials such as publications and reviews, work with national educational institutions or committees, and student awards). For full professor, the candidate must have achieved a documented national reputation as a successful teacher
- consistently high student evaluations
- student success in achieving professional placement (e.g., as a teacher or performer)

III. Evidence of Service

Contributions in the service area may be substantiated by the following:

- a list of the candidate's service activities at each level: department, school, campus, community, profession
- contributions to auditions, hearings, sectional rehearsals, and other similar activities
- administrative contributions (chairs of committees, departments, or areas)
- reviews and publications (including pre-publication reviews) that are related to professional service
- program notes, pre-concert lectures and panels, and other service to the public
- journal editing and refereeing
- student advising and letters of recommendation for students
- recommendations for faculty colleagues, including tenure reviews for faculty outside of the candidate's department (inside or outside Indiana University)
- program committees for festivals
- participation in professional organizations
- judging contests, administering exams, etc.

- evaluation of the quality of the service activity by associates in the service activity

In most cases of tenure and promotion in the Jacobs School, the area of service will not be the one chosen as the Excellent category. However, service activities are expected of all faculty members in the School and to be recommended for tenure or promotion, the candidate must be at least Satisfactory in this area. It is expected that all faculty members will evince general interest in and will contribute to the School, as well as to the University as a whole. Faculty should participate willingly and regularly in committee work; departmental auditions, hearings, and recitals; and similar duties. Service to the University and to professional organizations appropriate to the candidate's specialization will also be evaluated under this category.

Review of the dossiers

Faculty members under consideration for tenure or promotion in the Jacobs School are reviewed by their department, the school Promotion and Tenure Committee, and the Dean. Outside the Jacobs School, dossiers are reviewed by the Bloomington campus Vice Provost for Faculty and Academic Affairs and the campus advisory committee and are sent to the Provost, the President, and the Trustees.

At the Jacobs School department level, all current tenured faculty may vote on tenure dossiers. For promotion, all current tenured associate and full professors may vote on promotion from assistant to associate professor. Only tenured full professors may vote on promotion to full professor. A departmental committee needs to include a minimum of three faculty, and ideally will include at least five. If the department itself does not provide enough people to comprise a full committee, the Associate Dean for Instruction will appoint additional members from departments with complementary interests.

A current faculty member within the department who has served as a mentor for the candidate may participate fully in the departmental discussion and voting. Retired/emeritus faculty and the spouse or partner of a candidate may not participate in the discussion or voting on either tenure or promotion cases at any level.

The letter from the departmental faculty should include an exact vote in each area (research/creative activity, teaching, service) and also an overall vote on the recommendation for tenure and/or promotion. The overall vote will indicate the number in each category: Yes, No, Absent, and Abstention. The categories for each of the votes in research/creative activity and service are **Excellent, Very Good, Satisfactory, and Unsatisfactory**. The categories for the vote on teaching are **Excellent, Very Good, Effective, and Ineffective**. For a positive recommendation, a candidate must be judged Excellent in at least one category (the one agreed upon by the candidate and the department) and at least Satisfactory or Effective in the other two categories.

In exceptional cases, a candidate may present evidence of balanced strengths that promise excellent overall performance of comparable benefit to the university over time, although one area may not be able to be judged as Excellent. Often in such a case the activities in the three areas are intertwined with each other, and all three areas must be ranked at least Very Good. Balanced cases are usually not appropriate for tenure decisions, but may be presented for promotion consideration.

Voting departmental faculty must have been involved in a discussion of the dossier and normally will be

present when the vote is taken. If necessary, faculty may participate by various means of distance communication. Faculty members, however, may not give a proxy vote to another faculty member. The departmental letter will include a summary of comments both pro and con from all voting faculty in the individual areas (research/creative activity, teaching, service).

The chairperson of the department also writes a letter evaluating the candidate in each area and makes a recommendation for tenure/promotion. The chair's letter includes comments on the contribution of the faculty member to the mission of the department and to the School.

At the school level, the Promotion and Tenure Committee is appointed by the Dean, and its five members (all tenured full professors) normally include three members from the performance areas and two from the academic areas. Faculty from departments in which tenure and promotion cases will come before the committee in that year, or faculty mentors of the candidate inside the Jacobs School but outside the department, are excluded from serving on the committee. The voting categories and requirements are the same as those at the departmental level. The Dean may also appoint separate Promotion and Tenure Committees, each with five tenured professors (three performance, two academic). Members of the School Promotion and Tenure Committee must all be present for a vote.

The Dean may request advice on promotion and tenure dossiers from the Administrative Committee of the School of Music; this committee consists of the Dean, the Executive Associate Dean, the Associate Dean for Instruction, the Director of Graduate Studies, the Director of Undergraduate Studies, and a member-at-large from the faculty.

Each member of the review committees will have access electronically to all the materials in the dossier. Faculty members and administrators may make a recommendation or vote only once on any given case, and cannot participate at more than one level. All promotion and tenure deliberations are confidential and should not be communicated to anyone outside the process. At all levels of review, however, the recommendation and its rationale should be clearly communicated to both the candidate and to the subsequent levels of review.

During and after review of the dossiers

The candidate will be notified by the Associate Dean for Instruction if there is a negative vote for tenure or promotion by a department chair and/or a majority department or school committee vote against tenure or promotion. The candidate may then write a letter of rebuttal or clarification, if desired, to be added to the dossier. The candidate may also write a letter clarifying remarks by anyone who has submitted material to the dossier. These letters should address matters of substance in the dossier rather than procedural matters. Questions about procedure should be directed to the Associate Dean for Instruction.

If the candidate, in conjunction with the department, decides to change the area(s) of excellence after a review of the dossier has begun, the candidate must notify the Associate Dean for Instruction in writing. Department and school committees cannot change the area of excellence without agreement from the

candidate. The Associate Dean for Instruction must then notify all outside reviewers of the change of area and give them the opportunity to revise their comments. Such a process will delay considerably the progress of the dossier.

After the initial review of the dossier has begun, no person (including mentors and departmental chairs) other than the candidate may add rebuttal letters or comments based on the confidential materials and letters in the dossier. Additional materials substantiating the three categories described above may be added at any time by the candidate, provided that all previous review committees are aware of the added material and are given an opportunity to respond.

The Dean of the Jacobs School will notify the candidate of the Dean's decision before the dossier is forwarded to the campus committee. The Vice Provost and Provost will notify the candidate of the results of the campus decision, in accordance with their general procedures and timelines. The final decision is made by the President and the Board of Trustees.

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