

**DEPARTMENT OF MUSIC**  
**TENURE & PROMOTION GUIDELINES FOR EVALUATING FACULTY**

**I. Departmental Role and Scope**

The primary objective of the Department of Music is to offer the study of music to all students of the college in a balanced and creative atmosphere that emphasizes the historical, pedagogical, performing and theoretical foundations of music in a liberal arts context.

The Department of Music also develops and maintains programs leading to a major in music, music education, or a music minor within the Bachelor of Arts Degree.

The Department of Music provides a stimulating cultural environment through the production of musical events for the enrichment and enjoyment of students, faculty and the community-at-large.

The Department of Music encourages and supports faculty excellence in teaching, scholarship and/or creative/artistic activity. It also encourages the faculty in professional service and growth.

**II. Requirements of the Ranks**

The issue of the terminal degree in a given musical discipline is less clear-cut than in many other disciplines. The most highly respected conservatories, universities and colleges do not weigh this issue as heavily as do smaller colleges, preferring to evaluate faculty more on the basis of professional background and a consistent record of performance.

**A. Instructor**

1. Possession of at least the master's degree or its equivalent in ensemble conducting, music education, music history, performance, or theory.
2. Potential for development in teaching, scholarship and/or creative/artistic activity (e.g. conducting or performance), and service as described in the *Providence College Faculty Handbook*, Section 3.4.2.
3. Evidence of those qualities of character and personality generally recognized in the academic profession as appropriate to a teacher, advisor, and director of students.

**B. Assistant Professor**

1. All that is required for the rank of instructor.
2. Possession of the earned doctorate: Ph.D., D.M.A., Ed.D., Mus. A.D., D.M.
3. Preliminary evidence of scholarship and/or creative/artistic activity (e.g.

conducting or performance) as described in the *Providence College Faculty Handbook*, Section 3.4.2.

### **C. Associate Professor**

1. All that is required for the lower ranks.
2. A minimum of four years experience in the rank of assistant professor at the college level or one of equivalent standing.
3. Evidence of achievement in teaching, scholarship and/or creative/artistic activity (e.g. conducting or performance), and service as described in the *Providence College Faculty Handbook*, Section 3.4.2.

### **D. Professor**

1. All that is required for the lower ranks.
2. A minimum of five years experience in the rank of associate professor at the College or one of equivalent standing.
3. Evidence of distinguished achievement in teaching, scholarship and/or creative/artistic activity (e.g. conducting or performance), and service as described in the *Providence College Faculty Handbook*, Section 3.4.2.

## **III. Criteria and Methods of Evaluation for Tenure**

### **A. Preliminary Procedure:**

Evaluation of a candidate's eligibility for tenure will begin with a thorough review of the process by the department chair with the candidate, particularly regarding the college's policy towards tenure and the department's guidelines for evaluating effective teaching during the first semester of the candidate's first year. The department chair will also review the department's expectation for success in scholarship and/or creative/artistic activities, and service will also be reviewed.

Consideration will be given to those qualities of character and personality generally recognized in the academic profession as appropriate to a teacher, advisor, and director of students.

### **B. The Departmental Process**

#### **1. Evaluation of Probationary Faculty:**

In accordance with the procedures defined in the *Providence College Faculty Handbook*, faculty members who are eligible by virtue of having completed the prescribed number of years and have been so notified by the Vice President for Academic Affairs may be considered for award of tenure. During the probationary period the following steps will be taken to support and advise the new faculty member:

- a. All probationary faculty members shall have a tenured faculty mentor who, along with the chair of the music department, will act as an advisor and counselor during the probationary period.
- b. During the first semester of teaching in the department, no formal observations or evaluations of teaching shall be conducted. The chair will meet with the new faculty member each month to answer questions, provide support for teaching issues and help familiarize him/her with the department and the college. During subsequent semesters, the meetings will occur at least one time per semester and will serve to assist the probationary faculty member with professional development.
- c. Observation by the chair shall take place during the second semester of the first year of teaching. Following the observation, the chair will prepare a written evaluation regarding issues such as content level, organization of material, delivery, etc., and meet to discuss the evaluation with the new faculty member.
- d. During the second, third, fourth, and fifth year of teaching, the chair and one other tenured faculty member will arrange for and carry out class visitations and observations, one in the fall and one in the spring semester. These visits will be pre-arranged with the faculty member no less than one week in advance. Observers will prepare a written evaluation and the draft of the evaluation will be shown to and discussed with the probationary faculty member. Following the meeting a final draft of each of the observations will be prepared, given to the faculty member and filed in the new faculty member's credentials folder in the department. The probationary faculty member may write a rejoinder to the observation which would be signed by both parties, attached to the original observation and filed. These observation evaluations may be discussed in the meetings with the chair and shared with other faculty during the department tenure meetings.
- e. During the third year of teaching, the probationary faculty member will deliver a presentation to the faculty of the department, which will focus on the professional endeavors in which the faculty member has been involved during his/her time at Providence College. This presentation will provide an opportunity for all members of the department faculty to learn about and evaluate scholarship.
- f. Student evaluations are required for all probationary faculty members each semester. The results of the evaluations will be recorded and data will be provided to the faculty member and the chair at the end of each academic year and discussed during evaluation meetings between the chair and faculty member. Copies of evaluations will be placed in the faculty member's credential folder in the department.

g. The evaluation will also consider those qualities of character and personality generally recognized in the academic profession as appropriate to a teacher, advisor, and director of students. (*Providence College Faculty Handbook*, p. 19, 3.4.1 a. 3)

h. Peer Reviews

(1) Three outside peer reviews of the candidate's scholarship and/or creative/artistic activity will be required as part of the candidate's application for tenure. The candidate will submit to the department no fewer than six names of potential jurors of a higher rank (or professional equivalent in the areas of performance or conducting) than the candidate, including a brief description of jurors, their specializations, their rank (if applicable), where they teach (if applicable), and contact information. The department will choose four additional names. From this list of ten jurors, the candidate will select two, and one of these will be chosen by the department to evaluate the candidate's work. The other two jurors will be taken from the general list of names. The candidate has the right to veto any of the jurors chosen by the department. Each juror will provide a written evaluation of the candidate's work. These letters of evaluation will be confidential and not available to the candidate.

(2) In the case of ensemble directors, whose teaching and scholarship are both in the field of conducting, all three jurors will review samples, to include at least one DVD, CD, and/or live performance, of both teaching (Providence College ensembles) and scholarship and/or creative/artistic activity (outside Providence College).

(3) For ensemble directors whose scholarship is in areas other than conducting, jurors will review samples of the candidate's scholarship or performance or other creative/artistic activity.

**2. Evidence of Teaching, Scholarship and/or Creative/Artistic Activity, and Service**

At the beginning of the candidate's second and fourth years, the candidate will submit to the chair of the department materials as evidence of excellence in teaching, scholarly and/or creative/artistic activity, and service for review and consideration by the department faculty.

a. Teaching Materials

The candidate must submit the following course material used since entering tenure track as appropriate to his/her discipline.

- (1) One detailed syllabus for each course
- (2) Course materials may include the following (intended to be illustrative, but not inclusive):
  - (a) At least one lecture outline or PowerPoint for each course taught excluding ensembles.
  - (b) At least one sample of handouts for each course.
  - (c) At least one sample test from each course.
  - (d) A sample list of videos/films used in each course.
  - (e) Recordings of at least 3 applied student performances.
  - (f) Ensemble or applied programs and/or one comprehensive repertoire list from date of hire.
  - (g) A sampling of student evaluations compiled from courses taught during the probationary period.

b. Scholarship and/or Creative/Artistic Achievements

Evidence of continuing scholarship and/or creative/artistic activity as reflected in scholarship, composition, conducting, performance, and outside clinics or workshops will be considered collectively as the scholarship product. For specific documentation required of candidates see IV.B.3.b on pages 9-11 of this document.

c. Service

A record of non-teaching contributions within the department, the college, the discipline, and in the community-at-large that meet departmental expectations may include the following for each category: service to the department, service to the College, service to the discipline, and service to the community:

- (1) Service to the Department:(intended to be illustrative, but not inclusive)
  - (a) Participation and /or leadership in departmental committees
  - (b) Attendance at departmental meetings
  - (c) Advising/availability to students
  - (d) Preparation for state and/or national accreditation
  - (e) Participation in the Portfolio Review process
  - (f) Service as program director or departmental chair
  - (g) Service as departmental committee chair
  - (h) Advisor of student organizations
  - (i) Preparation and submission of departmental grant proposals
  - (j) Assistance in the recruitment and selection of faculty
  - (k) Development , distribution, collation and interpretation of

departmental surveys

- (l) Recruitment during summer orientations
  - (m) Assisting at parents' day, open house, and summer orientations
  - (n) Assisting with maintenance of music library (cataloging records, cds, scores, books)
  - (o) Assisting with locker assignment to music students
  - (p) Scheduling and organizing Student Performance Hours or performing with students at recitals, college events
  - (q) Accompanying students at Jury, Student Performance Hours or performing with students at recitals, college events
  - (r) Scheduling jury and auditions
  - (s) Organizing scholarship events
  - (t) Scheduling and organizing Alumni reunions/concerts
  - (u) Scheduling and organizing or performing with guest musicians/faculty for special concerts
- (2) Service to the College (intended to be illustrative, but not inclusive)
- (a) Attendance at college sponsored academic events
  - (b) Participation and/or leadership in college committees
  - (c) Participation and /or leadership in faculty committees
  - (d) Participation in activities sponsored by Student Development
  - (e) Faculty Senate membership/office
- (3) Service to the Discipline (intended to be illustrative, but not inclusive)
- (a) Membership/leadership/involvement in professional organizations (Music Educators National Conference; Music Teachers National Association; American Guild of Organists; The American Musicological Society; The Society for Seventeenth-Century Music; The Society for Music Theorists; American Choral Directors Association; Member of an orchestra, band, chamber group, chorus, music clubs)
  - (b) Participation on professional evaluation and advisory boards/committees
  - (c) Review of presentation proposals for regional /national conferences
  - (d) Presider or session chair at professional meetings
  - (e) Reviewer for professional meetings
  - (f) Participation in the ongoing professional development of teachers in the local/state educational community
  - (g) Serving as board member/advisor, director, or editorial board member
  - (h) Serving as adjudicator/evaluator
  - (i) Provider of technical assistance on state and /or national level
  - (j) Testifying at state and /or national hearings

(4) Service to the Community (intended to be illustrative, but not inclusive)

- (a) Service to religious organizations
- (b) Service to community organizations
- (c) Service to political organizations or groups
- (d) Service health-related organizations
- (e) Service to educational organizations
- (f) Service to musical organizations

## **IV. Criteria and Methods of Evaluation for Promotion**

### **A. Preliminary Procedure**

In accordance with the procedures defined in the Faculty Manual, faculty members who are eligible for promotion will be notified by the Vice President for Academic Affairs. Application for promotion is due as directed by the VPAA.

### **B. The Department Process**

#### **1. Evaluation of Candidate**

- a. The candidate for promotion will notify the Chair of the Music Department that she/he has decided to apply for promotion during the fall semester after being notified of qualification in writing from the Vice President for Academic Affairs.
- b. During the fall semester, the chair and at least one senior faculty member (a rank above the applicant) will arrange for and carry out class visitations and observations. These visits will be pre-arranged with the faculty member no less than one week in advance. Following the observation, both observers will prepare a written evaluation regarding issues such as content level, organization of material, delivery, etc. The written evaluations will be shown to and discussed with the faculty member. Following the meeting, a final draft of each of the observations will be prepared, given to the faculty member, and filed in the faculty member's credentials folder in the department. The faculty member may write a rejoinder to the observation which would be signed by both parties, attached to the original observation and filed. These observation evaluations may be discussed in the meetings with the chair and shared with other eligible faculty (a rank above the applicant) during the department promotion meetings.
- c. During the fall semester before the faculty member submits his/her application for promotion, the faculty member will present to the ordinary faculty of the department an informal summary of the professional endeavors that the faculty member has been involved with since his/her last promotion

and/or tenure decision. This presentation will provide an opportunity for all members of the department faculty to learn about and evaluate scholarship.

d. Student evaluations are required for all faculty members applying for promotion each semester since his/her last promotion and/or tenure decision.

e. The evaluation will also consider those qualities of character and personality generally recognized in the academic profession as appropriate to a teacher, advisor, and director of students. (*Providence College Faculty Handbook*, p. 19, 3.4.1 a. 3)

f. Peer Reviews

(1) Three outside peer reviews of the candidate's scholarship and/or creative/artistic activity will be required as part of the candidate's application for tenure. The candidate will submit to the department no fewer than six names of potential jurors of a higher rank (or the professional equivalent in the areas of performance or conducting) than the candidate, including a brief description of jurors, their specializations, their rank (if applicable), where they teach (if applicable), and contact information. The department will choose four additional names. From this list of ten jurors, the candidate will select two, and one of these will be chosen by the department to evaluate the candidate's work. The other two jurors will be taken from the general list of names. The candidate has the right to veto any of the jurors chosen by the department. Each juror will provide a written evaluation of the candidate's work. These letters will be confidential and not available to the candidate.

(2) In the case of ensemble directors, whose teaching and scholarship are both in the field of conducting, all three jurors will review samples, to include at least one DVD, CD, and/or live performance, of both teaching (Providence College ensembles) and scholarship and/or creative/artistic activity (outside Providence College).

(3) For ensemble directors whose scholarship is in areas other than conducting, jurors will review samples of the candidate's scholarship or performance or other creative/artistic

**2. Evidence for Excellence in Teaching**

Primary activities may include assigned teaching, courses, studio lessons, ensembles coaching, or advising. Other activities may include new course development, curriculum development, revision or improvement of existing courses. The candidate will be evaluated according to the *Providence College Faculty Handbook*. For a complete list of expected documentation for teaching excellence, see III.B.2.a, page 4-5 of this document.

### **3. Evidence for excellence in Scholarship and/or Creative/Artistic Activity**

Individual faculty members are expected to be active in one of the following areas: scholarship, performance, conducting, or composition. When a member of the faculty is involved in more than one of these categories, that candidate's entire body of work will be considered for promotion or tenure. Although this list of evidence is intended to be illustrative and not inclusive, all starred items must be included in the candidate's dossier. Quality of work is important.

#### a. Assistant Professor, first appointment

Evidence of scholarship and/or creative/artistic activity as reflected in composition, performance, scholarship, and outside pedagogical activities will be considered collectively as the scholarship product. Evidence may include those listed on pages 9-10, IV.3.b.1-4.

#### b. Associate Professor

##### (1) Performance

- \*(a) Representative programs and recordings of artistically significant performances, varied repertoire (including new preparations), and performance venues.
- (b) Letters of recommendation which may be solicited by the candidate
- (c) Evidence of juried or auditioned acceptances, invitations, or grants received.
- (d) Evidence of adjudicating in area of expertise.
- \*(e) At least three outside peer reviews solicited by the department citing substantial recognition for quality of performances, or significance of performance venues. (See IV.B.1.f above)

##### (2) Conducting

- \*(a) Representative programs and recordings of performances of artistically significant and/or varied repertoire and performance venues.
- (b) Letters of recommendation which may be solicited by the candidate
- (d) Evidence of juried or auditioned acceptances, invitations, or grants received.
- (e) Evidence of adjudicating, guest conducting, and/or clinic presentations in area of expertise.
- \*(e) At least three outside peer evaluations citing substantial recognition for quality of performances, or significance of performance venues. (See IV.B.1.f above)
- (f) Publications related to candidate's area of expertise.

##### (3) Scholarship

- \*(a) Consistent record of regional and/or national scholarly activity.
- (b) Letters of recommendation which may be solicited by the candidate
- (c) Evidence of invitations to present (e.g. master classes, workshops, lectures) or grants received.
- \*(d) Presentations at regional or national level in field of expertise.
- (e) Respondent at regional or national level conference
- \*(f) Articles and/or essays published in juried journals and books
- (g) Regional or national awards for scholarly work
- \*(h) At least three outside peer evaluations citing substantial recognition for quality of publications (See IV.B.1.f above)

(4) Composition

- \*(a) Consistent evidence or composition commissions, grants and/or awards.
- (b) Letters of recommendation which may be solicited by the candidate
- (c) Professional publications and/or recordings.
- \*(d) At least three outside peer evaluations of their compositions. (See IV.B.1.f above)

c. Professor

(1) Performing

- \*(a) Representative programs and recordings of artistic significance showing evidence of continued and consistent performance occasions since previous promotion.
- \*(b) Recognition and/or reviews attesting to performance quality.
- \*(c) Sustained record of juried or auditioned acceptances; invitations to conduct master classes, workshops, or lectures.
- (d) Receipt of grants and/or awards.
- \*(e) Letters of recommendation solicited by the candidate
- \*(f) At least three outside peer evaluations citing substantial recognition for quality of performances and significance of performance venues. (See IV.B.1.f above)

(2) Conducting

- \*(a) Programs and recordings citing evidence of artistically significant performance occasions and/or varied significant repertoire. Reviews in significant publications. National and/or regional recognition.
- \*(b) Letters of recommendation solicited by the candidate
- \*(c) Sustained record of juried or auditioned acceptances; invitations to conduct master classes, workshops or lectures; grants or awards.
- \*(d) Continued evidence of guest conducting; clinic presentations; adjudicating since last promotion.

\*(e) At least three peer evaluations citing substantial recognition for quality of performances and significance of performance occasions. (See IV.B.1.f above)

(3) Scholarship

\*(a) Evidence of continued regional, national, and international Recognition of quality of work through sustained significant publications and scholarly/professional presentations or awards

\*(b) Letters of recommendation solicited by the candidate

(c) Evidence of sustained invitations to present (e.g. master classes, workshops, lectures) or grants received.

\*(d) Presentations at regional, national, and international conferences in respective field of expertise.

(e) Respondent at regional, national, or international conferences

\*(f) Articles and/or essays published in juried journals and books

(g) Regional or national awards for scholarly work

\*(h) At least three outside peer evaluations citing substantial recognition for quality of publications (See IV.B.1.f above)

(4) Composition

\*(a) Evidence of recognition of the quality of compositions through awards, significant performance occasions, and/or reviews in significant publications.

\*(b) Evidence of sustained record of professional publications, recordings of compositions and/or commissions or grants.

\*(c) Letters of recommendation solicited by the candidate

\*(d) At least three outside peer evaluations citing substantial recognition for quality of compositions (See IV.B.1.f above)

#### **4. Evidence of Service and Outreach**

A record of non-teaching contributions within the department, the college, the discipline, and in the community-at-large that meet departmental expectations apply to all promotions at the assistant, associate, and full professor levels. For a complete list of service and outreach activities, see III.B.2.c on pages 5-7 of this document.