

**SOUTHERN CONNECTICUT STATE UNIVERSITY**  
**Bylaws and Policies of the Department of Music**

Music Department Approval Date: **September 15, 2017**  
Dean of Arts & Sciences Approval Date: **September 21, 2017**

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## **ARTICLE I: AUTHORIZATION, ADOPTION, AND AMENDMENT PROCEDURES**

### **I. Authorization**

- a. Bylaws of the Department of Music are required and authorized by section 5.21 of the CSU-AAUP Collective Bargaining Agreement.

### **II. Adoption**

- a. These bylaws shall be adopted only after they have been approved by a two-thirds majority vote of the full-time faculty of the Department of Music. Adopted bylaws will be in force when they have the written approval of the appropriate academic Dean and have been filed with the appropriate academic Dean, the Chief Academic Officer, the Faculty Senate President, and the local AAUP President.

### **III. Amendment**

- a. Any full-time member of the department faculty may propose an amendment to the bylaws through a written submission to the Department Chair. Proposed amendments to the bylaws of the department are adopted when they have been approved by a two-thirds majority of full-time department faculty and by written approval of the appropriate academic Dean.

## ARTICLE II: MISSION & VISION

### **I. Department Mission**

- a. The mission of the Department of Music is to provide a diverse student population with training and experiences in a variety of musical styles. Through music, the Department engages both the University and the greater southern Connecticut region.

### **II. Department Vision**

- a. The Department of Music is committed to:
  - i. providing all students with a comprehensive, challenging, and rigorous music education;
  - ii. offering a broad and expansive array of courses designed to meet the needs of the entire student body, ranging from those who wish to pursue a career in music to those who study music solely for its intrinsic, aesthetic value;
  - iii. providing high-quality and musically-stimulating large ensembles, small ensembles, chamber ensembles, and opportunities for solo performance;
  - iv. working collaboratively with the Stutzman Family Foundation to provide an exceptional applied lesson experience to all music majors and minors;
  - v. promoting the overall academic and civic roles of all students through the study, composition, and performance of music;
  - vi. developing in all students an appreciation of the cultural significance of music.

### **III. Program Goals**

- a. Promote the overall academic and civic roles of the students of Southern Connecticut State University through the study, composition, and performance of music.
- b. Prepare students for fluid workforce demands through diverse, comprehensive, and rigorous coursework designed to develop pragmatic and appropriate musical skills and knowledge.
- c. Use the latest technology to enhance and promote student learning.
- d. Actively engage members of the greater Southern Connecticut region with music.
- e. Use varied and research-based instructional strategies in all academic music courses.
- f. Collect and analyze student data to evaluate program efficacy and inform instruction.
- g. Contribute to the culture of the University and the region through actively studying and performing music.

### **IV. Expected Student Learning Outcomes**

- a. Upon graduation, music majors will demonstrate an understanding of styles and structures of music and will apply this knowledge through performance.
- b. Music majors will demonstrate comprehension of the relationships between music and various and disparate traditions, social trends, histories and styles of music, art, and other disciplines.

- c. Music majors will demonstrate competencies in theoretical and aural skills through sight-singing performance, generating and analyzing harmony, creating and notating self-generated musical ideas, and the graphic dictation of aural sounds.
  - i. As the ability to sight-sing and demonstrate theoretical skills through singing is crucial for all musicians, this learning outcome is applicable to all music majors, regardless of whether the student is an instrumentalist or a vocalist.
- d. Music majors will demonstrate the ability to extemporaneously compose musical ideas through improvisational performance.
- e. Members of performing ensembles will demonstrate cooperative learning and creative expression through performance.

## ARTICLE III: MEMBERSHIP & GOVERNANCE

### **I. Membership**

- a. Voting members shall include all full-time faculty members appointed to the department.
- b. Professors Emeritus shall have the right to speak at department meetings, but shall not be allowed to vote.
- c. Part-time, adjunct, and applied lesson faculty as well as University Assistants assigned to the department and department staff shall be invited to all department meetings and be recognized to speak, but shall not be allowed to vote. However, part-time, adjunct, or applied faculty that serve on departmental sub-committees shall have the right to vote within respective sub-committees.
- d. Students may be invited to attend portions of department meetings at the discretion of the Department Chairperson.

### **II. Assignment of Courses for Full-Time Professors**

- a. Full-time faculty members shall be assigned courses based on the programmatic and educational needs of the department. Course assignment recommendations shall be made by the Department Chairperson to the appropriate academic dean and based on the professional expertise and experience of each faculty member.

### **III. Assignment of Courses for Adjunct/Part-Time Professors**

- a. Part-time members shall be assigned to available courses based on the Department Chairperson's determination of credentials, experience, and teaching merit and upon consultation with the department's full-time faculty. When the chair determines that part-time members have similar credentials, experience and teaching merit, the chair shall recommend for appointment the person with the greatest length of service in the department. Following the chair's determination based upon the above criteria, appointment shall be recommended to the appropriate academic Dean for approval (CSU-AAUP Collective Bargaining Agreement, Section 4.6).

### **IV. Assignment of Courses for Summer Session or Intersession**

- a. Summer course offerings shall be assigned by the Department Chairperson based on the programmatic and educational needs of the department. In staffing instructional assignments for summer sessions and intersessions, full-time members with appropriate qualifications shall be given the right of first refusal. Offers not unequivocally accepted in writing prior to the initial deadline shall be deemed refused.
- b. Summer courses that have been refused by qualified full-time faculty members shall be assigned by the chairperson to qualified part-time or adjunct teaching faculty based on professional expertise.

### **V. Standing Committees**

- a. The following are standing committees of the department:
  - i. **Department Curriculum Committee (DCC)**

1. The DCC shall review and make recommendations to the department regarding curricular changes, new course proposals, academic matters requiring faculty action, and matters referred to the committee by the Department Chair.
2. The committee may recommend to the Department Chair items to be included on a faculty meeting agenda, and other matters deemed appropriate.
3. All full-time members of the department are eligible to serve on the committee.

**ii. Department Evaluation Committee (DEC)**

1. The DEC shall review and evaluate faculty for Renewal, Promotion and Tenure, Professional Assessment, and Sabbatical Leave. The DEC's roles and functions in evaluating faculty members are described in individual documents governing the respective types of evaluation.
2. Eligibility
  - a. All full-time members of the department are eligible for membership with the exception of:
    - i. Untenured persons
    - ii. the Department Chairperson
    - iii. Any other department member who, after submitting a written request due to extenuating circumstances, has been granted a waiver by the Department Chairperson with approval of the Provost. Department members seeking waivers shall request them by the following deadlines:
      1. Renewals: within five days of the candidates' deadline for being notified by the DEC in writing that they will be evaluated.
      2. Promotion & Tenure: within five days of the candidates' deadline for notifying the DEC and Department Chairperson in writing that they will be applying for promotion or tenure.
      3. Professional Assessment: within five days of the candidates' deadline for being notified by the DEC in writing that they will be evaluated.
3. Members of the DEC shall serve for one academic year.
4. Department members serving on an elected DEC shall recuse themselves under the following conditions:
  - a. When the DEC is conducting evaluations for promotion or tenure, DEC members applying for promotion or serving as elected regular or alternate members on the University-wide Promotion and Tenure Committee--or who are immediate family (i.e., spouse, child, parent, domestic partner) of any candidate being considered for promotion or

- tenure--shall recuse themselves from all DEC business pertaining to either promotion or tenure but shall be allowed to participate in all other DEC business.
- b. When the DEC is conducting evaluations for professional assessment, DEC members being evaluated for professional assessment--or who are immediate family (i.e., spouse, child, parent, domestic partner) of any candidate undergoing professional assessment--shall recuse themselves from all DEC business pertaining to professional assessment but shall be allowed to participate in all other DEC business.
  - c. When the DEC is conducting evaluations for sabbatical leave, DEC members applying for sabbatical leave--or who are immediate family (i.e., spouse, child, parent, domestic partner) of any candidate applying for sabbatical leave--shall recuse themselves from all DEC business pertaining to sabbatical leave but shall be allowed to participate in all other DEC business.
  - d. If recusals in any of these processes cause the DEC to fall below the minimum number of three (3) members, eligible department members shall be elected to replace the recused member, as determined by department bylaws or policy.
5. If the granting of waivers or the need for recusals creates a hardship for the department, the department shall be allowed to request that the Provost declare a hardship after the official deadline, giving the department access to the Hardship DEC Pool.
  6. The committee shall be made up of at least (3) members, and no deliberations of the DEC may be held with fewer than (3) members present.
  7. Selection Process
    - a. Members will be determined by a vote of the full-time faculty in April of each academic year.
    - b. The Department Chairperson shall present for nomination an alphabetical list of all faculty members eligible to serve on the DEC. The three candidates receiving the highest number of votes shall comprise the committee. The person receiving the 4<sup>th</sup> highest number of votes shall be named as the alternate to the committee. A full listing of the results of the voting shall include the number of votes each candidate has received. Ties shall be broken by run-off elections.

**iii. Department Personnel Committee (DPC)**

1. The DPC shall govern the selection of the department chairperson. All full-time members of the department, including those on authorized leave, shall be eligible to participate in the selection of the department chair.
2. Until such a time as the department consists of 10 or more full-time faculty, all full-time members of the department except the Department Chairperson shall be members of the DPC.

3. DPC duties and terms of office are outlined in section II.D of *The Department Chairpersonship* document approved by the Faculty Senate.

**iv. Department Sabbatical Committee (DSC)**

1. The DSC shall review applications of members of the department seeking sabbatical leave and shall make recommendations to the Chairperson and to the Department.
2. The Committee shall follow regulations and procedures set forth in the Collective Bargaining Agreement and in the Senate document, *Sabbatical Leave Procedures for Faculty* throughout deliberations.
3. Membership Eligibility & Procedures
  - a. The Sabbatical Leave Committee shall consist of at least (3) full-time members of the department.
  - b. Members will be determined by a vote of the full-time faculty in April of each academic year.
  - c. The department chairperson shall not serve on the committee.
  - d. Committee members shall have a minimum rank of assistant professor, shall be tenured, and shall have had a minimum of two consecutive semesters of full-time service in the department.
  - e. Each full-time committee member shall serve a three-year term of office.
  - f. Any member of the Sabbatical Leave Committee applying for sabbatical leave shall recuse himself/herself from all deliberations during the time the Committee is concerned with this matter.

**v. Student Advisory Council (SAC)**

1. The SAC shall provide the department with input, analysis, and recommendations from the vantage of the students.
2. Composition
  - a. The SAC shall consist of three members, including:
    - i. Two current music majors
      1. One shall be in either their junior or senior year
      2. One shall be in either their freshman or sophomore year
    - ii. One shall be a recent graduate from the department
    - iii. Membership shall be selected by the Department Chairperson upon consultation with the full-time faculty.
3. The SAC shall meet with the department chairperson least once each semester.
4. Recommendations from the SAC shall be periodically presented by a representative of the committee to the department.

**vi. Ad Hoc Committees**

1. The department chairperson may establish ad hoc committees as he or she deems necessary to assist in the operation of the Department.

**VI. Ancillary Programs/Student Organizations**

- a. Any initiative involving significant resources and operating under the oversight of the Music Department shall be subject to consultation with the full-time faculty.

## ARTICLE IV: ADMINISTRATIVE STRUCTURE

### **I. Department Collaborative Governance**

- a. The Department of Music shall govern itself in accordance with these Bylaws, subject to the procedures set forth by the appropriate academic Dean, the Faculty Senate, and the CSU-AAUP Collective Bargaining Agreement.

### **II. Department Chair**

- a. The chair shall be the administrative officer of the Department of Music.
- b. Responsibilities and duties of the chair
  - i. The Department Chair shall be responsible to the appropriate academic Dean for implementing institutional policies and procedures, and responsible to the Music Department faculty for implementing policies and procedures mandated by department bylaws. The chair shall advise and inform the Dean regarding department matters, and will act as a liaison between the Dean and faculty. The chair shall serve on the Dean/Chairs Council, the Council of Academic Chairs, and shall be responsible for the advancement of the department mission. He/she shall be an ex-officio member of all department committees, except those that expressly disallow participation by the chairperson.
  - ii. In order to expedite the routine duties of the chair, he/she shall have the authority to perform the following duties:
    1. administering departmental funds and accounts;
    2. supervising and evaluating departmental support staff;
    3. negotiating semester and summer school class schedules with individual instructors;
    4. maintaining and securing personnel files of continuing faculty;
    5. making recommendations to the appropriate academic Dean regarding department offices, classroom space, and facilities.
  - iii. The chair's executive authority shall be limited. The chair's decisions on issues not specifically noted in Section 2 above shall require consultation and recommendations from the full-time faculty. Issues requiring faculty recommendations include but are not limited to:
    1. recommendations for hiring full or part-time continuing faculty;
    2. recommendations on faculty evaluation;
    3. recommendations on curriculum (courses and academic programs);
    4. recommendations for long-term and strategic planning.

### **III. Concert Scheduling and Planning**

- a. Planning, scheduling, and publicizing concerts of the department performing ensembles shall primarily be the responsibility of their respective directors. Marketing support shall be provided by the department secretary and/or student workers assigned to the department.

## ARTICLE V: DEPARTMENT MEETINGS

### **I. Department Meetings**

- a. The Music Department shall hold bi-monthly meetings according to a schedule which shall be distributed to members in advance of each semester. Meetings may be cancelled or additional meetings called at the discretion of the chairperson. The chairperson shall give a minimum of one week's notice to department members prior to calling a non-scheduled meeting. In an emergency, the chair shall give (1) business day notice before calling a meeting.
- b. At least two days prior to each department meeting, the chairperson shall distribute to the members a written agenda, via email. Any member (full-time or part-time faculty) may request of the chairperson that an item of business be placed on the agenda.
- c. Not less than 50% of the voting membership plus one shall constitute a quorum at any meeting.
- d. When official business is voted upon at a meeting of the Department, absentee ballots shall not be counted either in the voting or as part of the determination of a quorum.
- e. Faculty members who are on a semester leave or longer (i.e., sabbatical or personal) shall not be included in the determination of a quorum, although they shall have full voting rights should they attend a meeting while on leave.
- f. Adjunct faculty who attend department meetings will not be included in the determination of a quorum.
- g. Minutes shall be kept of each meeting of the Department. At each meeting the minutes of the previous meeting shall be reviewed for correction and approval. A permanent file of updated minutes shall be kept electronically and in the Music Office.

### **II. Committee Reports**

- a. Reports of committees to the Department shall be in two parts. Part I shall mention items discussed by the committee and supply any useful information concerning germane issues. Part II shall consist of recommendations (if any) that have been approved by the committee and are presented to the Department in the form of motions.

### **III. Rules of Order**

- a. Robert's Rules of Order, latest edition, shall govern proceedings of the Department in all cases in which Robert's Rules is not inconsistent with the Bylaws of the Department. Where the Bylaws deviate from Robert's Rules, the Bylaws shall govern.

### **IV. Order of Business**

- a. The order of business at regular meetings of the Music Department shall be:
  - i. Minutes of the preceding meeting
  - ii. Orders of the Day

- iii. Reports of Standing Committees
  - iv. Reports of Special/Ad Hoc Committees
  - v. Old Business
  - vi. New Business
- b. Any member of the department shall have the right to request consideration of additional items for the agenda, in writing, to the Department Chairperson.
  - c. The Orders of the Day, insofar as possible, shall be written, reproduced, and delivered to members of the department at least two days prior to the meeting at which they are to be presented.

## **ARTICLE VI: PART-TIME FACULTY EVALUATION PROCEDURES**

### **I. Part-Time/Adjunct Faculty Evaluations**

- a. Part-time members shall be evaluated on a rotating basis. The rotation is based on the number of credit hours the faculty member has accumulated, as follows:
  - i. 0-60 credit hours      At least every two years
  - ii. 61+ credit hours      At least every three years
- b. The schedule for future evaluations will be based on hours accumulated at the time of the present evaluation. For example, a faculty member who is evaluated in the fall of 2016 after accumulating 50 credit hours will be scheduled for another evaluation in the fall of 2018 (two years later) despite having accumulated 60 hours in the intervening period.
- c. Any faculty whose teaching at Southern is interrupted for more than four semesters will be evaluated within the first two years of their return, at which point the rotation will again be based on total accumulated credits.
- d. Faculty members scheduled for evaluation will receive a letter from the Department Chairperson within the first five (5) weeks of the semester in which they will be evaluated, requesting scheduling preferences and additional materials as outlined below.

#### **i. Materials Requested Prior to Observations**

1. A part-time/adjunct faculty member being evaluated will be asked to provide the DEC and Department Chairperson with the following information prior to the observation:
  - a. Preferences for course visitation dates and times
  - b. Course syllabi
  - c. A brief agenda or lesson plan with accompanying texts, if applicable, for the class session to be observed
  - d. Any additional materials the member being evaluated believes are relevant for the evaluation
2. In addition to the materials required in VI.V.d.i.1 of this document, the faculty member shall be required to complete evaluation forms as requested by the evaluator. Such forms shall be used guide and inform the evaluation, and will become a part of the evaluation.

#### **ii. Observations and Recommendations**

1. One member of the DEC or the Department Chairperson shall conduct each classroom observation, after which a significant follow-up conversation will take place between the evaluator and the faculty member being observed. The evaluator will then compose an observation letter based primarily on the classroom visitation, but may also consider insight provided by the faculty member during the follow-up conversation. In this letter, the evaluator will also make a recommendation for reappointment using following categories: very strongly recommend, strongly recommend, recommend, recommend with reservation, and do not recommend. This letter will be distributed to the faculty member for his or her review and signature. After the faculty member provides a signature, the letter will be forwarded to the Department Chairperson (if s/he is not the evaluator) and placed in the

member's personnel file. If the faculty member has concerns about the letter, s/he may attach a letter outlining his or her concerns within (4) business days of receiving the evaluation letter.

**2. Procedures for Dispute of an Observation Letter or a Recommendation**

- a. The Department understands that one class period may not necessarily reflect the strengths or weaknesses of a faculty member, and encourages members to request additional visitations if they are concerned about their class observation. The faculty member should make this request immediately after the initial class observation to the Department Chairperson.
- b. The part-time faculty member has the right at any time to bring his or her concerns about the evaluation process, the observation letter, and/or the recommendation for reappointment directly to the Department Chairperson for review.
- c. The faculty member also has the right to attach a rebuttal letter to any evaluation letter within (4) business days of receiving the evaluation letter.

**3. Uses of the Recommendation and Observation Letters**

- a. Evaluation letters will be forwarded to the Department Chairperson for placement in the faculty member's personnel file. The Department Chair will use the evaluation letter to inform decisions about reappointment and the number of sections assigned to a part-time faculty member. Members should understand that recommendations do not necessarily ensure reappointments. Matters of budgetary concerns, scheduling conflicts, PT to FT ratios, and other University and Departmental matters may take precedent over evaluation recommendations.

## APPENDIX A

### PROMOTION, TENURE, AND PROFESSIONAL ASSESSMENT EVALUATION GUIDELINES

#### Department of MUSIC

- I. Procedures for Evaluation of Teaching Members for Renewal, Promotion, Tenure, and Professional Assessment**
  - a. The department shall carefully follow the assessment procedures set forth in the Faculty Senate document entitled [Promotion and Tenure Procedures for Faculty](#).
  - b. Since the DEC is required by the Collective Bargaining Agreement to seek and use student evaluations and consider peer evaluations to inform committee deliberations and evaluations, the Music Department Evaluation Committee shall seek these materials by requiring each candidate for renewal, promotion, tenure, and professional assessment supply student and peer evaluations for committee review. The following types of materials may appear in the candidate's file along with other materials of the candidate's choice:
    - i. Student Evaluations: (a) letters from students; (b) class evaluations and (c) surveys.
    - ii. Peer Evaluations: (a) letters from colleagues both within the university or outside the university; (b) classroom visitation reports by any peer.
      1. Members of the department applying for tenure or members of the department under review for professional assessment may request that a specific member or members of the DEC visit their classes, or applicants may allow the DEC to assign the reviewer(s) for that appraisal.
      2. Applicants for renewal in their first year of teaching must be visited by at least two members of the DEC. These class visits shall take place according to the applicant's choice either in the first or second semester of service, prior to the deadline for submission of files to the DEC. Thereafter, there shall be an annual written evaluation.
      3. Any evaluation resulting from a class visitation shall be in writing and shall be read and signed by the applicant. It must remain part of his/her file (See Senate Document). The applicant may respond in his file to any classroom evaluation report by a DEC member. The DEC, at its discretion, may develop a form for classroom evaluation which must be shown to any applicant prior to the visitation.
- II. Procedures for Professional Assessment**
  - a. The department shall carefully follow the assessment procedures set forth in the Faculty Senate document entitled [Professional Assessment of Faculty](#).
- III. Procedures for Renewal for Non-Tenured Faculty Members**
  - a. The department shall carefully follow the assessment procedures set forth in the Faculty Senate document entitled [Renewal Procedures for Faculty](#).
- IV. Criterion for Evaluation of Teaching Members for Renewal, Promotion, Tenure and Professional Assessment**

- a. Basic Responsibilities
  - i. All candidates are expected to uphold a level of satisfactory performance in the execution of the basic responsibilities of their appointments as measured by teaching effectiveness, creative activity, and productive service to the department and institution. Candidates must maintain a satisfactory level of accomplishment in each area and in accordance with the missions of the Department and the School of Arts & Sciences. It is the faculty member's responsibility to make a case in support of their satisfactory execution of these basic responsibilities, which we define in terms of annual output as follows:
    - 1. Teaching**
      - a. Teaching (24) credits or equivalent inclusive of agreed-upon reassigned time. Teaching assignments that serve major, minor, non-major and/or interdisciplinary studies students are valued equally. In addition, teaching effectiveness will be evaluated by the criteria described in the [Promotion and Tenure Procedures for Faculty](#) document.
    - 2. Creative Activity**
      - a. Each faculty member will remain active in their specific area of expertise in the discipline. Activities include (but are not limited to) those listed in Section IV.e.i.2 of these guidelines.
    - 3. Productive Service to the Department and/or the University**
      - a. Establishing and keeping regular office hours as required by the Collective Bargaining Agreement;
      - b. Organizing or participating in student outreach and recruiting activities;
      - c. Membership (excepting tenure-track faculty in the first year of an appointment) in at least (1) University-wide committee or governance body plus leadership of at least one Department committee;
      - d. Attendance at a minimum of (4) department performances each academic year.
    - 4. Other Responsibilities include:**
      - a. Maintaining an up-to date Promotion and Tenure or Professional Assessment File which shall include evidence of scholarly and professional achievement. Examples of material normally placed in this file include scholarly papers, reviews, articles, publications, performance programs, awards, recordings, videos, abstracts, etc.
      - b. Submitting annually a FAAR Report on-time as requested by the University.
      - c. Attendance at all regular department meetings
- b. In addition to the policies and procedures set forth in the Collective Bargaining Agreement, the faculty wish to define more specifically what we recognize as important criteria (germane to the discipline) for the evaluation of a colleague who seeks renewal, promotion and/or tenure, or professional assessment. These

criteria apply only to full-time emergency appointments, tenure-track faculty, and tenured faculty members. All candidates must show:

- i. Evidence that they execute and promote the mission of the Department.
- ii. Evidence that they have attained exemplary performance in at least one of the following three areas of scholarship: Teaching; Creative Activity; Productive Service to the Department and/or the University.
- iii. Evidence of satisfactory performance in Teaching, Creative Activity, Productive Service, and Professional Attendance and Participation.

**c. Relation to the Mission of the Department**

- i. All faculty are charged with the responsibility to execute and promote the mission of the Department. All faculty are responsible for formulating a narrative in which they describe the manner in which personal academic goals and scholarly efforts support and contribute to the mission of the Department. In seeking promotion and/or tenure, it is the faculty member's responsibility to substantiate their candidacy in this regard, accompanied by supporting evidence.

**d. Exemplary Performance**

- i. Each faculty member should outline a plan of personal academic development with the goal of achieving exemplary performance in specific activity areas, within the context of the missions of the Department and the School of Arts & Sciences. In preparing documentation for promotion and/or tenure review, candidates are responsible for providing evidence, and for describing the relative merit of particular accomplishments, in order to make a case for the achievement of exemplary performance in at least one of the three areas outlined below.

**1. Teaching**

- a. Scholarship of teaching as reflected in the publishing of books, articles, videos or software, presentations, lectures, workshops and seminars specifically related to instruction within the discipline;
- b. Curricular innovation & development: evidence in the form of course outlines, detailed class syllabi, hand-outs, discussion documents, peer review, consultant review, formal student evaluations, honors and awards for teaching, contributions to the national/international pedagogic debate.
- c. Teaching effectiveness: evidence in the form of formal student evaluations, course outlines, detailed class syllabi, hand-outs, peer review, consultant review, evaluations of student committee members, honors and awards for student work, achievements of graduates.
- d. Contribution to well-being of the department as reflected in mentoring faculty peers and students in the achievement of curricular goals, promoting an environment of accessibility and mutual learning, contributing to the continuity of the educational experience, encouraging the retention of students, fostering interdisciplinary partnerships, and

participation in national/international music competitions/conferences.

**2. Creative Activity**

- a. Creative Activities: Professional engagements in performance and conducting, professional recordings, performance of original compositions or arrangements, publication of original compositions or arrangements, critical reviews by others, commissioned compositions, publication of software or videos.
- b. Research: Scholarly books, chapters, journal articles (refereed or non-refereed), critical reviews by others, reviews of other's work, professional papers, editorials, conference abstracts, conference presentations, invited lectures, honors and awards by professional organizations or peer groups, etc.

**3. Productive Service to the Department and/or the University**

- a. Contributions to the governance of the department or University through leadership on regular department or University committees, active participation on several regular department or University committees, or participation/leadership of ad hoc or task-related committees (e.g. NEASC, PRAC, administrative or faculty search committees).
- b. Contributions to the administration of the department or University through leadership positions (e.g. Department Chairperson, Director positions, Faculty Senate leadership).