Personnel Policies of the School of Music of the University of Southern Maine

Amended with approval of the School of Music faculty, 9/19/08; see p. 5, item 11

The purpose of these policies and procedures for the School of Music is to provide clear, consistent principles for evaluating teaching, scholarship and/or creative work, and service. These policies and procedures are subject to the personnel policies and procedures of the University of Maine System, the University of Southern Maine, and the Associated Faculties of the University of Maine Agreement. They are consistent with recommendations from the National Association of Schools of Music. This document is intended to clarify and provide guidance to full-time faculty members of the School of Music.

Definitions

1. “SOM” shall mean the School of Music of the University of Southern Maine.

2. “PC” shall mean the Personnel Committee of the SOM and shall be defined as a committee of the whole, comprising all full-time tenured or tenure-track unit members in the rank of assistant professor, associate professor, and professor.

3. “Unit members” shall mean persons defined in Article I (Recognition) of the AFUM Agreement.

4. “Contract” shall mean the Agreement between the University of Maine System and the Associated Faculties of the University of Maine, System, MEA/NEA. The regulations contained in the AFUM Agreement and the Governance Constitution implicitly shall supersede all Personnel Policies of the SOM.

Faculty Duties and Responsibilities

All faculty duties and responsibilities stem from the SOM mission statement:

The primary mission of the School of Music of the University of Southern Maine is to prepare musicians for careers in teaching, performing, and related fields. In addition, the school provides support for music education throughout the state of Maine and New England; it actively participates in a mutually supportive relationship with the professional arts community; and it guides present and future audiences toward greater understanding of and appreciation for many different styles of music.

The duties and responsibilities of faculty members in the SOM comprise one or more teaching activities that may be grouped under three broad categories: academic, applied, and ensemble; many faculty members are engaged in more than one of these categories. The academic faculty member is primarily concerned with classroom teaching. The applied faculty member is involved with instrumental or vocal instruction, usually in a one-to-one relationship with students. The
ensemble faculty member is primarily engaged in directing large performing forces (e.g., orchestra, band, jazz band, chorus, or opera). Faculty members shall be evaluated by the category or categories determined at the time of initial appointment; any departure from this procedure will be made by the dean in consultation with the director of the SOM, and any changes in duties and/or responsibilities shall be communicated by the dean in writing to the faculty member at the time such changes are made. Faculty members shall make clear in their personnel presentation the specific nature and definition of their position and duties.

Academic faculty members engage in teaching activities that are similar to teachers in other departments in the College of Arts and Sciences. Academic faculty may also be engaged in other musical work such as performance, applied instruction, graduate-level advising and instruction, ensemble performance, and composition.

Applied faculty members mentor their students in a relationship that is unique in the academic setting. Applied faculty members regularly teach and advise their students, and they also engage with their students in preparing them for public performances, including recitals, competitions, and semester jury examinations. Efforts to attract talented students to study at the SOM are essential parts of their responsibilities. Applied faculty members are often additionally involved in academic classroom teaching, graduate-level advising and instruction, and/or ensemble performance.

Ensemble directors are engaged in preparations to conduct rehearsals and performances, other logistical work to coordinate and schedule performances at the SOM and off campus, obtaining scores, and, occasionally, in the composition or arrangement of music. Ensemble directors share with the applied faculty the responsibility to promote the SOM performance programs to the broader community and thus engage in activities to attract talented students to study at USM. They are occasionally responsible for organizing and administering performances of USM ensembles for local schools or organizations and for planning regional and/or national or international tours. Ensemble directors may additionally be involved in solo performance, classroom teaching, graduate-level advising and instruction, and/or applied teaching.

**TEACHING**

The evaluation of teaching involves review of preparation, presentation, and reception. Effective teaching is central to the mission of the SOM and shall therefore be regarded as necessary for promotion and tenure. The PC submits a report summarizing the faculty member’s teaching during the evaluation period and evaluating it in terms of the standards outlined below. The PC report shall be based upon a review of teaching materials such as syllabi, assignments, tests, and the use of instructional technology; summaries of student evaluations; and, where appropriate, evaluation of student results. The report shall also note new course development and the number of students taught. For tenure and promotion faculty shall be observed by peers; they may submit to the PC a teaching portfolio.

“Teaching competence” is understood as a sustained pattern of effective teaching during the period of the evaluation. Effective teaching may be demonstrated through course preparation as
evidenced through syllabi and course materials, class management as determined through one or more class visits, and student reception as evidenced by student evaluations.

“High quality teaching” is understood as a sustained pattern of effective teaching which shows excellence in some areas.

“Teaching excellence” is understood as going beyond the sustained pattern of effective teaching during the period of the evaluation. It involves evidence of exceptional care in preparation, exceptional student evaluations, and/or exceptional development of courses, curricula, and pedagogy.

The evaluation of teaching in the SOM shall rely primarily upon some or all of these criteria:
1. the observations of students as reflected in the course evaluations
2. the first-hand observations of PC members
3. course materials, including syllabi, tests, and other teaching materials
4. use of instructional technology, as appropriate
5. accomplishments of the faculty member’s students, as appropriate
6. new courses developed
7. number of students taught

Scholarship and/or creative work

Scholarship and/or creative work comprises research, creative activity, and scholarly publication. Scholarship and/or creative work is valued because it constitutes a particular form of relationship to and engagement with the University, with society, and with state, national, and international academic and professional communities.

SOM faculty shall select judiciously from the following list of opportunities for scholarly and/or creative presentation. In consultation with the PC the faculty member may choose several from the list or may focus in depth on one. The expectations for scholarly achievement shall be clearly outlined in the succession of letters from the PC and the director of the SOM to the faculty member prior to the deliberations for promotion to associate professor and tenure and other post-tenure deliberations.

The evaluation of scholarship and/or creative work shall be based upon a review of some or all of the following:
1. performances in recitals and concerts
2. performances of compositions
3. publication or articles, books, compositions, editions, and recordings
4. research leading to articles, editorial reviews, and compositions completed
5. professional presentations at scholarly meetings
6. clinics, panels, guest lectures, adjudications, master classes, and interviews
7. grant writing in support of research or creative work

The SOM views the performance and creation of music as the equivalent of original research.
Service

Service is essential to further the mission of the SOM. Service that is related to a faculty member's discipline brings honor and respect to the faculty member as well as the university. The SOM mission statement, consistent with the USM mission statement, places a distinct emphasis on a vital and continuing relationship with the musical community of this region. Service obligations of music faculty are often linked to music education in the broadest sense. The proportion of a faculty member's time devoted to service will vary throughout their career. Pre-tenure faculty members shall normally fulfill the majority of their service obligations through activities within the SOM (unless specified to the contrary at the time of their appointment). Committee work at the university, college, and school level—the first category of service—is expected of faculty members of all ranks in varying proportions according to the needs of the school, the college, and the university. The second category stresses service relating to a faculty member's discipline or professional association. The third focuses on service in a professional capacity to the broader community.

"Competence in service" is understood to mean willing and effective participation on committees and service projects, and the periodic chairing and leadership of such on behalf of the SOM, the University and the broader community.

"Excellence in service" is understood to mean significant leadership as chair of substantial committees and/or major service projects on behalf of the SOM, the University and the broader community.

The expectations for service shall be clearly outlined in the succession of letters from the PC and the director of the SOM to the faculty member prior to the deliberations for promotion to associate professor and tenure and other post-tenure deliberations.

Evaluation of service to the SOM and to USM shall be based upon the following activities:
1. SOM committees and other service projects
2. USM committees and other service projects
3. Academic and career advising to SOM students
4. Activities to attract new students to USM
5. Timely meeting of routine SOM and USM responsibilities

Evaluation of service to the professional community shall be based upon the following activities:
1. Participation in professional associations
2. Leadership in professional associations
3. Presentations, speeches, reviews, and performances for professional and/or community groups
4. Music consultations; media interviews
5. Participation in university-sponsored public service programs
6. Leadership in university-sponsored public service programs
7. Participation in community music associations and projects in music
In all areas of service and teaching each faculty member shall be evaluated on effective working relationships with the director of the SOM, with SOM and USM colleagues, and with students.

**DEFINITIONS AND EXPECTATIONS OF RANKS**

At all stages of review the PC is responsible for examining the work of each faculty member, evaluating the candidate’s progress toward successful promotion and/or tenure, and communicating this assessment to the candidate, the director of the SOM, and the dean.

An appropriate terminal degree—or scholarship/creative work judged equivalent to such a degree—is a prerequisite for any save a fixed-length, temporary, emergency or part-time appointment. Candidates for tenure-track positions shall demonstrate promise in teaching and scholarship and/or creative work.

For reappointment beyond the second year, evidence of scholarship and/or creative work, published or unpublished, complete or in progress, must be submitted. By the end of the second year the candidate shall have begun to demonstrate a record of competence in teaching and service.

For reappointment beyond the fourth year, the PC must be able to discern a pattern of significant and continuing intellectual and/or creative development as evidenced by appropriate scholarship and/or creative work. The candidate must demonstrate a record of high-quality teaching and effective service.

A recommendation of tenure and/or promotion to associate professor presumes a sustained record of high quality teaching and competence in service. It also requires a sustained record of substantial and high quality scholarship and/or creative work and a clearly evident pattern of intellectual development and growth. Ordinarily, such evidence will consist of scholarship and/or creative work published or presented in venues as recognized by peers.

Promotion to the rank of professor presumes a significant contribution to the field and a reputation beyond the local or regional. Such standing requires a substantial and distinguished body of scholarship and/or creative work, as recognized by peers, including publications in reputable houses or in recognized international or national journals or peer-reviewed work in recognized international or national venues. Also required is a sustained pattern of excellent teaching and service.

**CONCLUSION**

The integration of teaching, scholarship and/or creative work, and service is central to the mission of the University of Southern Maine. Teaching is best delivered by faculty members who are active scholars, and active scholarship and/or creative work informs and enlivens classroom teaching. Thus teaching and scholarship are intertwined. Service is necessary for the advancement of the academy. Pre-tenure faculty members shall normally carry lighter service
expectations and shall be encouraged to focus on the quality of teaching and scholarship and/or creative work that will lead to a successful tenure review. Participation and cooperation among faculty are essential in developing a functional working unit.

Communication between the PC and each individual faculty member is essential to the evaluation process. The PC must assist faculty members (especially before tenure) in developing a plan of professional activity consistent with the SOM’s mission and needs. The PC, the director of the SOM, and the dean must also communicate (early on in the process leading to tenure) coherent and consistent expectations of the position and areas of weakness in the personnel documentation.

Nothing in these guidelines should be interpreted as modifying the applicable Agreement between the University of Maine System and Associated Faculties of the University of Maine System.

PROCEDURES FOR PC DELIBERATIONS

1. Each PC member shall have one vote excepting the faculty member who is being evaluated who shall be excused from the deliberations.
2. The faculty member being evaluated shall provide the PC with an updated Personnel Presentation by the date required in the current AFUM agreement.
3. The faculty member under review may make a statement to the committee at the beginning of the review process, followed by a question and answer session. The member will then be excused from the deliberations of the PC.
4. Unattributed information from third-party sources will not be considered by the PC.
5. Upon the advice and consent of the PC, the chair of the PC may meet with the faculty member during the course of the review (beginning with #3 above and concluding with the vote as described in #6 below). The faculty member may then elect to return to a PC meeting for further discussions with the PC.
6. At the end of deliberations for the faculty member, the chair shall call for a motion. Voting will be accomplished by marking ‘yes,’ ‘no,’ of ‘abstain’ on a ballot. Any committee member not present at the time of the vote may submit a sealed absentee ballot prior to the vote. Ballots will be marked, placed in a plain envelope, sealed, and deposited in a ballot box. Votes shall then be counted by the chair in the presence of the committee, and the vote shall be recorded.
7. No more than a simple majority of the votes shall be required to effect a personnel action.
8. Nepotism rules and regulations of USM shall apply.
9. Following the vote the chair of the PC shall draft a letter, summarizing the deliberations of the PC. The draft letter shall be available to members of the PC for one week for comment and correction.
10. The draft letter is then put in final form and sent to the director of the SOM with a copy to the faculty member.
11. The director of the SOM is an ex officio (non-voting) voting member of the PC and is invited to write a letter of comment about the faculty member. That letter will be
forwarded to the dean and, along with the letter from the PC, will become part of the official record.

12. The deliberations of the PC are confidential. The PC does not go on record until such time as a draft letter has been reviewed by all members of the PC. The letter from the chair of the PC to the director of the SOM shall constitute the official evaluation by the PC of the faculty member's performance. PC members are prohibited from discussing the deliberations of the PC with the faculty member who is being reviewed.

13. The PC shall elect a chair whose term of office shall be one academic year and whose responsibility shall be to call and conduct meetings appropriate to the business of the PC.

14. The procedures for PC deliberations may be amended by 2/3 vote of the PC.