

**SECTION 3:  
MSU COLLEGE OF MUSIC PROCEDURES FOR REAPPOINTMENT, PROMOTION AND  
TENURE RECOMMENDATIONS**

- 3.1 Purpose. This statement of procedure provides for an orderly process to assist members of the faculty concerning reappointment, the award of tenure, and promotion within the College of Music at Michigan State University.
- 3.1.1 The procedures are intended to protect the integrity of these recommendations and to provide for due process and academic freedom. This statement provides details concerning the application of relevant provisions of the College of Music Bylaws, and it is subordinate to those Bylaws.
- 3.1.2 The College ensures that each person in the tenure system below the rank of Professor has adequate notice of all policies and procedures that govern reappointment, award of tenure, and promotion.
- 3.1.3 Shortly after a newly appointed faculty member begins employment, that person will be given copies of all relevant statements of policy and procedure. This will be done in a manner that ensures that the materials have been received and their significance noted. During the first month of the faculty member's appointment, the Dean will confer with the new appointee to confirm that the materials have been received, to urge that they be read, and to offer to discuss them with the faculty member. The Dean will endeavor to ensure that his/her statements are fully in accord with the written policies and procedures, but will remind the candidates for reappointment, award of tenure, and promotion that it is the officially adopted written statements of policy and procedure for the College and University that are binding.
- 3.1.4 A complete set of the written statements of policy and procedure relevant to reappointment, award of tenure, and promotion will be maintained in the College of Music Dean's Office and kept available for faculty reference. This material will also be available on the College of Music website. From time to time faculty will be reminded of the availability of this reference information.
- 3.1.5 Untenured faculty members will be assigned a faculty mentor. The faculty mentor will be expected to, among other things, provide helpful counsel to their assigned faculty mentee as they negotiate the reappointment, tenure, and promotion process.
- 3.1.6 No later than the month of March prior to the due date of the materials for a review for reappointment or the award of tenure, the Dean will write the faculty member of the need to note and to follow the applicable policies and procedures, and shall offer to confer. This will be done in a manner that ensures that the letter has been received and its significance noted.

- 3.1.7 If the Dean becomes aware, through the annual merit review of faculty or by other means, that the effectiveness or achievement of a probationary faculty member as to any relevant criterion may be such that it clearly would not meet unit standards for reappointment or the award of tenure, the Dean will bring this situation to the attention of the faculty member in their annual letter of review. Candidates must be aware, though, that the fundamental responsibility for monitoring their own effectiveness and achievement is theirs. Thus a faculty member who has not been notified of possibly deficient performance must not take this as an indication that his/her level of performance will necessarily meet the applicable standards. Since the most thorough review of candidates occurs only at the time of the formal review for reappointment, award of tenure, and promotion, the outcome of this review cannot be predicted prior to the event.
- 3.1.8 Faculty who hold tenure but are below the rank of Professor will be reminded from time to time of the written statements of policy and procedure relevant to promotion.
- 3.2 Good Faith. Everyone involved in the reappointment, tenure, and promotion process (candidates, referees, faculty evaluation committee, and administrators) must prepare, deliberate and act in good faith.
  - 3.2.1 A candidate must furnish relevant information and documentation that is accurate and complete.
  - 3.2.2 Referees (internal and external evaluators) have the duty to strive to be objective, to give an accurate account, to make judgments based only on professionally relevant criteria, and to speak or write from a position of knowledge and authority.
  - 3.2.3 Those making the evaluation must be aware of the relevant written statements of policy and procedure and must attempt to apply them fairly in each case. They must make their judgments after careful review of the available evidence and careful consideration of it, and based exclusively on professionally relevant criteria and not on any extraneous factors. They must keep all aspects of the evidence and their deliberations in the strictest confidence.
- 3.3 Timeline. There is a specific timeline for each stage of the reappointment, tenure, and promotion process to which faculty members must adhere. The College of Music Dean's Office will make available a detailed timeline, and distribute it in printed form as well as post it on the College of Music website.
- 3.4 Evidence. As provided in the Bylaws, candidates must submit evidence necessary to the evaluation process.
  - 3.4.1 The Dean shall prompt persons eligible for consideration for reappointment, award of tenure, and/or promotion to submit evidence according to the time line specified in 3.3,

and shall remind them in a timely fashion of the need to assemble and prepare this evidence.

- 3.4.2 Each candidate must submit the following:
  - A. An up-to-date, extended Curriculum Vitae.
  - B. A Reflective Statement of 5 pages or less.
  - C. Evidence of sustained effectiveness and/or achievement for the applicable criteria as listed in the Bylaws. This evidence should include credentials cited in the College of Music and University Bylaws and such other evidence as may be relevant. Candidates must be aware that the burden of providing a complete and persuasive file of evidence is theirs.
  - D. A properly completed MSU Recommendation for Tenure or Promotion Action form (Form D). (This form is the shared responsibility of the Dean's office and the candidate).
- 3.4.3 The Dean shall share the merit evaluation received in each annual merit salary review (control figures, merit pay increases, and merit ranking) with the Faculty Evaluation Committee. The candidate's initial letter of appointment will be shared with the evaluation committee as part of the evidence to be considered.
- 3.4.4 The Dean shall provide a complete record of all of the Student Instructional Ratings Forms for the last six years, or all available forms if the review period is less than six years.
- 3.4.5 The Dean will gather evidence concerning each candidate's level of effectiveness and quality of achievement by appropriate means, such as by communicating with present and former students, Associate Deans, Area Chairs (including the relevant Area Chair), colleagues within the area, other unit colleagues, other colleagues at MSU, and authoritative and knowledgeable persons in the profession and/or community. In gathering this evidence, the Dean will receive and consider the advice of experts in the same area as the candidate regarding what persons might be appropriate referees. In individual cases and for appropriate reasons, evidence from referees external to the unit or to the University may be considered important. The Dean may serve as a reference for the committee, and respond to questions posed by any committee member based on this evidence.
- 3.4.6 For reappointment cases, the Dean will solicit letters of evaluation from all members of the candidate's area who are of greater rank than the candidate. If there are less than three such faculty in the area, the Dean will solicit letters from one or more members of a closely aligned area to ensure that there are at least three letters. In the case of faculty from the performance division, the Dean will also solicit letters of evaluation from the appropriate ensemble directors who are of greater rank than the candidate. Similarly, in the case of conducting faculty, the Dean will also solicit letters of evaluation from the appropriate performance division faculty who are of greater rank than the candidate.

- 3.4.7 For tenure and promotion cases, the Dean will solicit letters from internal referees (as in 3.4.6) and also will solicit letters from at least four external referees. The candidate must submit a list of four potential referees, and half of the requested external letters of review must come from referees on this list. The candidate may also submit a list of potential referees from whom they would prefer not to solicit a letter of evaluation.
- 3.5 Evaluation. Candidates will be evaluated by the Faculty Evaluation Committee according to these procedures, the Bylaws of the College, and other applicable written policies and procedures of the College and University.
  - 3.5.1 The entire committee must be present for all deliberations.
  - 3.5.2 Each candidate will be individually reviewed, discussed, and evaluated. The evaluation criteria must conform to the Bylaws and judgments must be made in good faith.
  - 3.5.3 The committee must be alert to negative evidence which may arise from differences in style, methodology, or opinion, and will endeavor to distinguish work which is controversial from that which lacks merit.
  - 3.5.4 The Dean will maintain a record of the vote and a summary of the result of the deliberations in each case. If a committee recommendation is negative, the Dean will ascertain the committee's rationale and will endeavor to confirm that the recommendation is being rendered in good faith.
  - 3.5.5 As provided in the Bylaws, candidates will have the opportunity to confer with the evaluation committee prior to its decision. Candidates will receive written notice of the opportunity to meet with the Faculty Evaluation Committee at least one week prior to the date of the intended meeting.
- 3.6 Decision. The Dean will give careful consideration to the recommendation of the Faculty Evaluation Committee and to the evidence, and will make her or his recommendation to the representatives of the office of the Provost for Academic Human Resources. The Dean also will promptly inform each candidate privately, in writing, of the nature of this recommendation.