

NEW MEXICO STATE UNIVERSITY MUSIC DEPARTMENT

POLICIES AND PROCEDURES MANUAL

INTRODUCTION

The New Mexico State University Department of Music was founded January 21, 1890 with the charge to make music a part of the lives of the students and the community. That charge has always been the underlying theme of the department. In addition, the department recognizes the historical significance of the special missions of land-grant institutions to provide a liberal and practical education for students and to sustain programs of research/performance and public service.

As a member department in the College of Arts and Sciences, this department offers undergraduate degrees in Music Education, Music Performance, and Music Business, as well as a Master of Music degree with tracks in Music Education, Music Performance and Conducting. Located in an architectural award winning facility on the corner of University Avenue and Espina Street, the Music Center overlooks the broad, green, and open expanse of the University Horseshoe. The department is a long-standing, fully accredited member of the National Association of Schools of Music.

MISSION STATEMENT

The New Mexico State University Department of Music serves the music educational needs of New Mexico's diverse population through comprehensive programs of education, research, performance, and public service.

The Music Department strives to:

- to prepare students for careers in music education, business, and/or performance;
- to give the student body opportunities to perform, study, create, and experience music;
- to enhance the cultural lives of our constituency by performance of superior music; and to create an artistic environment which fosters the development of personal realizations we believe to be essential to the fabric of a healthy society.

STATEMENT OF DOCUMENT ALIGNMENT

This document has been designed by the NMSU Department of Music to align with both the NMSU Policy Manual (with particular focus on Chapter 5 - Faculty Policies) and with the College of Arts and Sciences document titled Policies and Procedures for Promotion and/or Tenure (Rev. September 2008). In all matters regarding promotion and tenure, the NMSU Policy Manual **supersedes** both the college and departmental documents. The NMSU Policy Manual and the College of Arts and Sciences document are available online.

NMSU Policy Manual:

<http://www.nmsu.edu/manual/documents/nmsu-policy-manual-bor-01282013.pdf>

College of Arts and Sciences:

<http://artsci.nmsu.edu/files/PATGuidelines.pdf>

ORGANIZATION

A. Administration

1. The Academic Department Head

a. Appointment

1. The Dean of Arts and Sciences, following university procedures found in the Search Committee Procedures Handbook, will appoint a search committee to nominate candidates for Academic Department Head.

2. The search committee will report its final recommendations to the entire faculty of the Department, and, through a democratic process, faculty with voting privileges will also make recommendations. The appointment will be made by the Dean in the form of an offer to the selected candidate.

b. Term of Office

The appointment is renewable.

c. Duties

The Department Head will act as the chief academic director of the Department and is responsible for administering policies and procedures of the University, the Department, and for representing the Department within the institution and in the profession at large. In addition, the Department Head is responsible for:

1. Recruitment
2. Program Development
3. Budgets and Allocations Management
4. Retention of department faculty and advancement of faculty excellence in the four major areas of teaching, research (scholarly/creative activity), service, and outreach
5. The proper administration of faculty workloads as based on individual abilities of faculty members and department, college, and university needs. Periodic appraisal, development, and planning of workloads must involve personal interviews with all faculty members in the Department and occur at least annually.

B. Staff

The Department maintains a variety of professional and salaried staff positions. These include clerical, financial, programmatic, and technical duties.

C. Faculty

1. Full-Time Faculty

A faculty member with a 1.0 FTE appointment (full-time administered load) is considered full-time faculty. The appointment may be for tenure-track or college-track faculty members, and, in both cases, these positions are eligible for promotion consideration.

2. Part-Time Faculty

A faculty member with less than a 1.0 FTE appointment is considered part-time faculty. There are three types of part-time faculty positions.

1. Regularized tenure-track faculty who are less than 1.0 FTE. These positions are eligible for promotion consideration. A temporary contract is issued each year for a one-year period until tenure has been granted.

2. Regularized college faculty who are less than 1.0 FTE. These positions are eligible for promotion consideration. A temporary contract is issued each year for a one-year period.

3. Non-regularized temporary faculty who are less than 1.0 FTE. These positions are appointed on an "as needed" basis with no possibility of promotion. No contract is offered for these positions.

D. Department Areas

The faculty of the Department of Music is organized into eight areas. Some faculty may have duties in more than one area. The Department Head appoints a coordinator for each area. The Department Head may not assume the duties of coordinator for any of these areas.

The duties of the Area Coordinator include serving as a liaison between the area faculty and the Department Head. The Area Coordinator will convene and chair meetings of the area as needed. He/She will assist in the writing of various reports as needed and serve on the Executive Advisory Committee. The Area Coordinator will not serve as a work supervisor of any faculty.

The areas and their constituents are listed below:

a. Wind and Percussion:

- Conductors of all wind and percussion ensembles
- Faculty who teach applied lessons of any wind or percussion instruments
- Faculty who teach courses in the wind and percussion curriculum

b. Vocal:

- Conductors of all vocal ensembles
- Faculty who teach applied lessons in voice
- Faculty who teach courses in the vocal and choral curriculum

c. Strings:

- Conductors of all string ensembles
- Faculty who teach applied lessons of any string instrument
- Faculty who teach courses in the string curriculum

d. Keyboard:

- Faculty who teach applied lessons of any keyboard instrument
- Faculty who teach class piano
- Faculty who teach courses in the piano curriculum

e. Theory:

- Faculty who teach courses in music theory, ear-training, and/or composition

f. Music History:

- Faculty who teach courses in music history and/or literature

g. Music Education:

- Faculty who teach courses in music education
- Faculty who supervise student teachers
- Faculty who coordinate the Teacher Education Program

h. Music Business:

- Faculty who teach courses in Music Business

i. Graduate Studies:

- Faculty who teach courses in the graduate curriculum

E. Department Committees

1. Executive Advisory Committee

This committee serves as an advisory committee to the Department Head. It is composed of the coordinators of each of the eight department areas.

2. Promotion and Tenure Committee

The Promotion and Tenure Committee is composed of selected tenured faculty members of the Department, with the exception of the Department Head. The Department Head will appoint the members of the committee and name the committee chair. Promotion, Tenure, and Review Committee members serve three-year terms and can serve multiple consecutive terms as needed at the discretion of the Department Head. At no time can the committee be made up of less than three eligible members.

Should the committee face an inadequate number of members at the appropriate rank, the committee, working with the Department Head, will seek volunteers from other departments to temporarily service on the Department of Music committee as needed.

The charge of the Promotion, Tenure, and Review Committee is to provide to the Department Head an evaluation of candidates for periodic peer review, promotion, and/or tenure, and to enforce the Department of Music Function and Criteria Statement. The committee operates under the guidelines set forth in this document, as well as the relevant sections of the University Policy Manual and the Arts and Sciences Promotion and Tenure document (see websites on p. 1 of this document). Subcommittees may be formed as needed to help candidates prepare their dossiers. Candidates for promotion are excluded from deliberation and voting on their own application. Faculty of a given rank can only vote on issues pertaining to their current rank and all lower ranks. In addition, when college faculty are considered for promotion, a college faculty member of equal or higher rank must join in the committee's deliberation and vote.

3. Curriculum Committee

The Curriculum Committee addresses issues relating to the curriculum of the undergraduate and graduate programs within the Department of Music. All recommendations by the Curriculum Committee must be approved by the full voting faculty, and, when appropriate, sent to the College of Arts and Sciences for ratification. The Curriculum Committee is composed of five faculty members appointed by the Department Head, at least one of which must be a member of the graduate faculty. The chair of the committee is elected by a simple majority of the members of the committee.

4. Graduate Committee

The Graduate Committee addresses issues relating to the graduate programs in the Department of Music, including reviewing applications for admission, determining admissions standards, developing graduate curricula (which must be approved by the Curriculum Committee), holding final oral exams and thesis defenses, and distributing scholarship money to graduate applicants. The Graduate Committee is composed of four appointed faculty members and the Coordinator of Graduate Studies, who chairs the committee.

5. Ad Hoc Committees

In addition to the five standing committees defined above, the Department of Music also has ad hoc committees to accomplish special projects or organize important performance events in the Department. The membership and chairmanship of each ad hoc committee are determined by the Department Head.

POLICIES AND PROCEDURES

A. Faculty and Committee Meetings

The Department of Music holds Departmental Faculty Meetings on a regular basis. These meetings are normally scheduled for Tuesday at 4:00 p.m. during the Fall and Spring semesters. If the Department Head determines that there is

insufficient business to warrant a meeting, he/she has the right to cancel the meeting. The Department Head also has the right to schedule additional faculty meetings. The usual order of business shall be as follows: announcements, committee and Senate reports, old business, and new business.

B. Faculty Meeting Voting Privileges Policy

1. The following Department of Music Personnel shall have a right to vote in the New Mexico State University Music Faculty meetings.

- a. Full-Time Faculty
- b. Part-Time Regularized Faculty

2. All Department of Music Personnel are expected to attend Faculty Meetings and are encouraged to provide input.

3. Voting status can be extended to any individual employed by the Department of Music at New Mexico State University on a per-meeting basis by a two-thirds vote of those who are always eligible to vote.

4. Fifty percent plus one of the total voting membership in attendance shall constitute a quorum. No email or proxy votes will be considered. The faculty shall abide by its own rules or procedures, but in cases where it has adopted no explicit rules, or where interpretation of rules is in doubt, *Robert's Rules of Order, Newly Revised* shall govern.

5. Only full-time, tenure-track faculty members will participate in the discussion and action on promotion and tenure policies and procedures except when college faculty issues are being considered. At such times, college faculty members must join in the deliberation and vote.

6. Any voting member who has two unexcused absences in a given semester ceases to be a voting member for that semester.

C. Department Load Credit

The Department of Music, consistent with university-wide policies, maintains a policy of administered workloads to encourage and support the scholarly/creative activities of its faculty and to allow for the service contributions of the faculty within and without the Department.

The main purpose of the Department of Music at New Mexico State University is to provide quality instruction in music. This affords music majors a background for a variety of careers in music. Faculty also foster and enhance the development of musicians who choose majors other than music. Some courses are offered primarily for cultural enrichment and as a service to the campus community in general. The opportunity to perform in ensembles is extended to all students, and, in selected cases, to members of the greater Las Cruces/El Paso community.

The curriculum of the Department of Music conforms to standards set by the National Association of Schools of Music, which is the department's primary accrediting body.

The teaching loads of the department members must be assigned so that the necessary courses are given each semester and the needs of the students are met. All department faculty will be responsible for teaching a full load as defined by the Formula for Faculty Loads. This formula is based upon 12 load credits per semester for each faculty member whose teaching accounts for 50% of his/her responsibilities.

The Formula for Faculty Loads is as follows:

Classes – 1 load credit per contact hour

Online Classes -- 1 load credit per course credit hour

Ensembles – 1 load credit per contact hour

Applied – 2 load credits per 3 contact hours

"Contact hours" will be defined as the number of regularly scheduled instructional clock hours in one week of a regular semester.

1 load credit will be given for faculty members serving in the NMSU Faculty Brass Quintet, the NMSU Faculty Woodwind Quintet, and La Catrina String Quartet. It is expected that these ensembles will rehearse a minimum of 1 hour each week of a regular semester and provide service to the department in the areas of performance, outreach, and recruiting.

Credit can be given for other activities at the discretion of the Department Head with the approval of the Dean of Arts and Sciences (e.g., master classes, course development for new traditional or on-line classes, and/or intensive creative activity).

The quality and quantity of teaching and student advising shall be taken into consideration when evaluating departmental faculty. The faculty member is responsible for providing documentation of his/her teaching effectiveness in the form of peer, student, and self-evaluations. This documentation should be included in the Annual Performance Report, as well as any application for promotion or tenure. Forms for student evaluations are available in the music office. They should be collected and returned to the departmental secretary by someone other than the faculty member. In reporting the results of these evaluations student comments should be included.

D. Course Evaluation

The Department of Music values teaching and defines excellence in teaching as demonstrated commitment, development, and effectiveness in the classroom, studio, and/or ensemble settings. Because student evaluations can provide one measure of a teacher's commitment, development, and effectiveness, the

Department of Music expects all instructors to utilize student evaluations each semester for all courses with an enrollment of six or more students, all applied lessons and ensembles.

E. Events Involving Students During Finals Week

Faculty members may not schedule performing events involving student participation on or off campus during finals.

F. Copying of Published Music

The Department of Music complies with all conditions and regulations as set forth by the Copyright Act of 1976, including those pertaining to the conditions of photocopying under the provisions of “fair use.”

G. Department of Music Performance Services

The Department of Music does not provide booking services for background music. Requestors are referred directly to appropriate faculty who are free to negotiate their own fees. Requestors who ask for student performers are asked to send us a written notice, which will be posted on the student opportunities board with the requestor listed as the contact number. All arrangements for payment of service are the responsibility of the performer. A limited number of specific on-campus performances such as convocations and commencements are arranged by the Department of Music. Fees are determined by the ensembles and contract arrangements are made by the Department of Music.

F. Function and Criteria Statement Revision Policy

This departmental *Function and Criteria Statement* will be reviewed and updated every three years, with the timeline to begin with the approval of this current document (March 2013). Faculty members must indicate to the departmental P&T committee, in writing, which document they wish to be evaluated under when they submit any material to the committee for review. New faculty members will be considered under the F&C Statement active when they were hired for the first three years of their employment at NMSU.

FUNCTIONS

The functions of the Department of Music are derived from our mission and program goals, with each tenured or tenure-track faculty member responsible for teaching, research, service, and outreach. As defined by the University, a full teaching load is 12 credits per semester, beyond which individuals are expected to engage in research, service, and outreach. College faculty members are responsible for teaching and related activities, unless hired for other expressed purposes. College faculty are neither tenured nor are they eligible for tenure, but they may be considered for promotion in rank.

The Functions of the Department of Music fall into four broad and sometimes interrelated categories: teaching, research, service, and outreach. Individually and collectively these functions must be understood within the broader context of Scholarship as discussed on pp. 11-12 of this document in the following section titled *Criteria for Faculty Evaluation, Promotion, and Tenure*.

A. Teaching Function

The faculty in the Department of Music value teaching and believe that teaching quality and creativity is our most important responsibility. Faculty members approach their tasks from an interdisciplinary perspective that allows for a wide range of teaching methods and styles. NMSU Department of Music faculty members stress both practical application through public music performance and traditional methods of classroom education.

Faculty teaching duties will be assigned in a way that balances student needs and faculty preferences and availability. The faculty member and the Department Head shall agree upon the teaching load of each full-time faculty member, but in no case will it be less than 12 credit hours of formal instruction per regular semester without the consent of the Head of the Department of Music and, as needed, the College Dean. Reductions in teaching load are sometimes allowed to accommodate extraordinary research or service responsibilities.

Given the number of music majors, both undergraduate and graduate, active participation in Departmental advising is expected and required of all faculty members. This service will include advising duties for all students assigned to faculty member's respective teaching studios. Those without teaching studios may also be assigned advising duties by the Department Head as needed.

Teaching, as a scholarly activity, will be evaluated by the quality standards outlined in the Department Function & Criteria Statement.

B. Scholarship and Creative Activities Function

Given the somewhat intangible nature of music as an art form, the Department of Music takes a very broad view of what constitutes scholarly research in our field. Research and creative activities may include, but are not limited to, the creation and performance of original musical compositions of a scholarly nature, recordings made in any recognized musical genre, live performances on the local, regional, national, and international levels, publication of books and journal articles (with more emphasis placed on juried publications), and the delivery of papers and master classes at local, regional, national, and international conferences, clinics, and summer festivals/camps.

In addition, since some musicians have professional-level skills in musical areas other than those for which they were hired to teach at NMSU, equal weight and credit will be given for performances and/or research work in these alternative areas. For example, a vocal teacher who is also a gifted collaborative pianist should get equal credit for both singing and playing.

Given the somewhat unique nature of the music industry, both professional and academic, the Department Head and/or the Department of Music Promotion and Tenure Committee must give appropriate levels of credit and weight for local vs. national/international performance/scholarship on a case-by-case basis. For example, performance in the Juarez Symphony is something of a regional endeavor, even though the performances take place in another country. Conversely, major international music conferences frequently take place in the United States and should be given international performance status, even though they technically take place within the borders of the United States. Furthermore, solo performances and featured chamber music performances generally deserve more weight than large ensemble events. Difficulty of the music being performed, as well as the amount of preparation required to deliver a successful performance should all be considered. In addition, recordings released on a named label and books published by established national and international publishing houses deserve more credit than self-published documents. Once again, given the changing face of the recording industry in particular, these level-of-credit decisions will generally need to be made on a case-by-case basis.

One distinction should be made in regard to ensemble conductors. If a professor conducts a student ensemble performance as part of his/her teaching load, that performance will be considered under the teaching function. These types of performance are included in the syllabus of the course and serve as the culmination of the semester's teaching/learning process. Since these performances are presented as a musical offering to the community they should also be considered under the outreach function.

For a conductor to receive consideration under the creative/research function, the performances they conduct should be at a professional level, separate and in addition to his/her teaching assignments.

Research, as a scholarly activity, will be evaluated by the quality standards outlined in the Department Function & Criteria Statement.

C. Service Function

Given the number of music majors, both undergraduate and graduate, active participation in departmental service is expected and required of all faculty members. Committee service will also be a regular feature of typical Department of Music faculty service as determined by the Department Head and by faculty discussion at regular faculty meetings as needed.

In keeping with the University land grant mission and the wide array of needs of those involved with the arts, the faculty in the Department of Music want to promote service activity that extends beyond the University. Extraordinary service is to be recognized in annual performance appraisals, including special cases where agreements specify unique service responsibilities. Given the unique nature of music performance and education situations, there may sometimes be overlap between the areas of Service and Outreach. Unless stated otherwise, faculty members are free to vary the time they apportion between various service activities.

Service, as a scholarly activity, will be evaluated by the quality standards outlined in the Department Function & Criteria Statement.

D. Outreach Function

Perhaps more than any other department on campus, the faculty in the Department of Music provides outreach to the surrounding community on a regular basis. Through public concerts, public performances at athletic events and parades, and via master classes and educational outreach at area schools, the Department of Music faculty come into contact with the greater Las Cruces/El Paso community and beyond on a very regular basis. In addition, the Department of Music hosts guest concerts and master classes on a regular basis via the Las Cruces Symphony Orchestra, NMSU Wind Symphony, the NMSU Jazz Festival and other individual studio guest artists, all of which serve the greater Las Cruces/El Paso community and beyond. As previously mentioned in the discussion of Service, given the unique nature of music performance and education situations, there may sometimes be overlap between the areas of Service and Outreach.

Outreach, as a scholarly activity, will be evaluated by the quality standards outlined in the Department Function & Criteria Statement.

CRITERIA FOR FACULTY EVALUATION, PROMOTION AND TENURE

The concept of Scholarship serves as a guiding principle for all faculty work and evaluation in the Department of Music. Based on Boyer's work (upon which both the university-wide and College of Arts and Sciences documents were created), a scholar is one who engages in life-long learning and inquiry at the highest levels. The resultant intellectual and professional growth influences the scholar's teaching, research and creative activities, service, and outreach. This principle of scholarship may be characterized in one or a combination of the following ways:

Discovery in the musical arts can occur in two ways: as traditional research and as creative activities such as performing, composing, and directing. The scholarship of research is marked by "rigorous testing of researchable questions. It is active experimentation, or exploration, with the primary goal of adding to the cumulative knowledge in a substantive way." (Boyer) The scholarship of performing and other creative activities exhibits the above qualities and is further marked by rigorous attention to detail coupled with the unique expressive qualities of the scholar.

Integration is characterized by drawing together seemingly divergent aspects of discovery, teaching, and service in order to create a more thorough understanding and a broader application of the information. An example of this important aspect of scholarly musical work can be seen in an opera production; a multi-discipline art form in which music, dance, acting, language, literature, myth, history, business, stage lighting, and costume design are melded together. Research, creation, re-creation, teaching, and outreach are present in such an endeavor.

Interpretation is a primary consideration of scholarly teaching, research, service, and even outreach. As new aspects of the discipline are revealed or as understanding is broadened, it is the scholar's responsibility to seek to communicate such aspects in a manner that others may understand and apply.

Application and Engagement represent the process of interpreting, refining, and applying scholarly content to implement change in a broadened sense. Scholarly application engages the larger public and enables it to apply the content in more practical ways. This is often accomplished through such activities as workshops, master classes, and clinics.

EVALUATION GUIDELINES

The following guidelines are designed to align with the following sections of the NMSU Policy Manual and the College of Arts and Sciences document titled Policies and Procedures for Promotion and/or Tenure (Rev. September 2008). These apply to College, Tenure-track, and Tenured faculty. See page one for document website addresses. In all matters regarding promotion and tenure, the NMSU Policy Manual **supersedes** both the college and departmental documents.

From the NMSU Policy Manual

- Section 5.15.60 Appointments - Qualifications
- Section 5.90 - 5.98 Promotion and Tenure (total document)

From the Arts and Sciences Policies and Procedures for P & T

- Section 3.1 Packet Organization
- Section 4.4 Performance Evaluation

Scholarly profiles will vary depending on an individual faculty member's area of emphasis. Typically, that profile will reflect scholarly activity in all four of the major areas (teaching, research/creative activities, service, and outreach). Ideally, the profile will be closely aligned with and reflect the allocation of effort agreed upon by the Department Head and the faculty member. In addition, the departmental committee will also consider the areas of Leadership (especially for promotions from associate to full professor) and Collegiality, again in alignment with guidelines set forth in the NMSU Policy Manual and the Arts and Sciences Policies and Procedures. Each faculty member, including College faculty, will create a new allocation of effort/goals statement each year that will be reviewed and approved by the Department Head.

A. Evaluation of Teaching

The faculty member's contribution to knowledge in the areas of teaching, mentoring, and curricular activities should be evaluated using the four expressions of scholarship.

1. The department values:

- development of new courses, improvement of existing courses, and contributions to the ongoing development of the overall curriculum
- development or modification of degree programs
- creative approaches to teaching, including the use of technologies that advance student learning
- development of and/or participation in distance education courses
- team or collaborative teaching
- active mentoring of colleagues, particularly junior faculty members, adjunct faculty, and graduate teaching assistants

- supervision of student research
- advising of undergraduate and graduate students
- serving as advisers to student groups

2. Evidence of Teaching, Mentoring, Advising, and other pedagogical accomplishments may include:

- course syllabi, web content, and other materials developed for use in courses
- results of assessment of student learning
- results of evaluations: peer/self/departmental/student
- grant proposals and grants for the development of curriculum or teaching methods
- evidence of participation in faculty development activities
- evidence of sustained and/or unique mentoring of colleagues
- documentation of student advisement (e.g., number and type of students advised, time spent, etc.)
- documentation of informal advising
- documentation of the number of graduate committees chaired, types of committees, membership on graduate committees within and outside the department
- documentation of involvement with undergraduate honors theses or performances, McNair students, and other such activities
- honors and awards for teaching
- honors and awards earned by students as a direct result of scholarly teaching

B. Evaluation of Research/Creative Activities

The faculty member's contributions to the areas of research and/or creative activities should demonstrate a high level of discipline-related expertise.

1. The department values Research/Creative Activity that:

- has a discernible impact on the areas of music education, performance, and/or music business
- achieves the stated goal and breaks new ground or has a significant impact in the field
- is judged meritorious and significant by one's peers through a formal review process
- is the result of individual and/or collaborative work in one's primary or secondary area of musical expertise or scholarly writing
- culminates in the dissemination of the results of research activity at a professional conference or other scholarly outlet
- results in performance and/or scholarly invitations from other colleges or universities, professional organizations, etc.
- are integrated into one's teaching and service activities
- increases the resource base of the department and results in funding for students and/or faculty
- involves students in the research or creative process

2. Evidence of Scholarly Research and/or Creative activities may include:

- publication of books, book chapters, journal articles, scholarly web pages or articles (particularly juried publications), compositions and public performances*
- grant proposals and funded grants
- recordings released by nationally or internationally established record labels*
- premieres of new works
- collaborative works
- performances of significant literature, both standard repertoire and lesser-known but important musical works

*Note: In the ever-changing world of the Internet and the evolving nature of self-publication, the merit of self-published compositions and recordings will be considered on a case-by-case basis by the Department of Music Promotion and Tenure Committee

C. Evaluation of Service

The type and amount of service that a faculty member performs should be determined in consultation with the Department Head and should be evaluated based on how that service is applied and how it draws on the professional expertise of the faculty member.

1. The department values:

- collegiality, mutual respect, and honesty (See also the following section on Collegiality)
- working to improve the department, the college and the university, including a focus on recruiting and retention
- contributions to the daily operation of the department, the college, and the university
- contributions to the academic community beyond NMSU
- contributions to the larger community, state, and society

2. Evidence of Service includes:

- membership on department committees and subcommittees
- membership on college and university committees
- membership in the Faculty Senate
- coordinating department programs
- serving on external committees of and/or directing professional organizations
- serving community organizations related to the musical arts
- recognition by community members or academic peers through awards, honors, and/or other forms

D. Evaluation of Outreach

Outreach may be defined in two ways: (1) the offering of expertise beyond the university and/or academic community, and (2) recruiting activities.

1. The department values:

- sharing the expertise of the faculty with the broader public in order to enrich the musical community at large
- sharing the musical resources of the department to support other university functions
- active recruiting of new students, including music majors and the numerous students recruited by the Department of Music each year who major in other subjects
- leadership activities, including those extending outside of the faculty member's area of expertise

2. Evidence of Outreach include:

- master classes, clinics, workshops, and individual coaching offered to the surrounding or extended musical community, especially the public/private schools
- performances at university athletic events
- performance at community events
- concerts and recitals

E. Leadership

(From section 5.90.4.5 and 5.90.4.5.1 of the NMSU Policy Manual)

5.90.4.5 Leadership

In demonstrating leadership, candidates must show that they are having an impact as evidenced by the candidate's scholarship and creative activity, and by contributions to the advancement of the University, which may include administrative roles in which considerable and well-documented contributions to the university have been made.

5.90.4.5.1 Evaluation of Leadership

Leadership is characterized by: (1) contribution to the mission of the college or University and to the faculty member's profession; (2) participation in the distribution of responsibility among the members of a group; (3) empowering and mentoring group members; and (4) aiding the group's decision-making process.

F. Collegiality

(From section 1.1 of the College of Arts and Sciences Policies and Procedures for Promotion and/or Tenure)

1.1 Collegiality

Collegiality is considered an important component in the promotion and tenure decisions. Collegiality is defined as "the capacity to relate well and constructively to the comparatively small bank of scholars on whom the ultimate fate of the university rest."¹

Academic collegiality is neither related to conformance with views and opinions of colleagues and administrators, nor to personal issues related to sociability or likability. Collegiality is related to the ability of faculty members to extend their professional effort to support the common mission of the department, college and institution, beyond the faculty member's personal teaching, scholarly, service, and outreach objectives.

1. This definition has been provided by the Fourth Circuit Court of Appeals in the 1981 Mayberry vs. Dees case involving a tenure denial based in part on a lack of collegiality.

Typical aspects of collegiality include:

- maintaining a high level of professional integrity and moral conduct
- the ability of the faculty member to actively assume a responsible role in the academic and administrative operations of the department and sharing the agreed upon view of policies and programs
- the ability of the faculty member to actively and positively contribute to the long term mission of the department through professional contributions and positive interactions with the other participants

G. External Reviews

All tenure-track and tenured faculty members applying for promotion and tenure consideration will undergo an external review appropriate for their area of expertise. External reviews are not required for College faculty for promotion consideration. For most faculty members, this will involve an external review of their performance skills or the performance skills of the principal ensemble they oversee at New Mexico State University. In most cases, each faculty member will provide CD (audio) or DVD (video) recordings (or a mixture thereof) that include 45 – 60 minutes of live, unedited performances for consideration by external reviewers. For faculty members whose principal creative outlet is composition, the faculty member will need to submit scores, recordings, and sample programs, totaling a minimum of 45 – 60 minutes, though in this case, the recordings can be commercial releases if available. External reviewers will only be considering national/international performance for compositional standards and the respective performance/compositional quality of the faculty artist or faculty-led performing ensemble in question. In cases where the faculty member in question serves NMSU primarily as a music historian, theorist, or music education specialist, their external review packets should include major publications, evidence of national/international seminar/conference participation, and clear evidence of teaching success. External reviewers in the areas of music history, theory, or music education will review and comment on all three of these specific areas.

The faculty member will provide a list of five (5) potential external reviewers to the Department Head. The Department Head will select several of these reviewers (usually 2 – 3) and will also solicit additional external reviewers unknown to the NMSU faculty member seeking promotion

and/or tenure. External reviewers must be from a field similar to the candidate and have an accepted positive national/international reputation in the field of music. As per Arts and Sciences and University policy, a minimum of three (3) external reviews are required for all promotion and tenure packets. All requested letters of external review will be included in the final packet. No unsolicited letters of recommendation will be included in the packet but will be reviewed and considered on a case-by-case basis by the departmental committee. Should the committee deem it appropriate for upper level committee consideration, the departmental committee will document the submission of the unsolicited letter(s) of support in their final document.

External reviewers must:

- Submit (or the Department Head may provide) a brief statement and/or biography indicating their qualifications to serve as an external reviewer
- Include a statement in their final document indicating their relationship, if any, professionally and/or personally, to the candidate being reviewed
- Be notified that the candidate being reviewed will have an opportunity to examine their review
- Be notified by the Department Head that in the event of an EEOC or other investigation into a tenure or promotion decision, third parties may be allowed to review all external documentation

General Promotion and Tenure Process Information

A. How To Prepare Your Portfolio

The Promotion & Tenure process at NMSU requires that each candidate submit two copies of a one inch binder that travel through all committees and administrators involved in the P&T process and one larger copy of a separate “documentation file” that remains housed in the home department unless requested above the departmental level. As per the NMSU Policy Manual, these must contain the following documentation:

5.90.5.5

Portfolio Preparation

In accordance with department and college guidelines, the candidate is responsible for submitting a promotion and tenure portfolio comprised of a core document and documentation file. The college guidelines shall specify the inclusion of the following core document elements in this order. The combination of items 4-6 [SIC] shall not exceed 50 pages:

- A. A routing form developed by the college with spaces for the required signatures.
- B. A cover sheet indicating the candidate’s name, current rank, department and college.
- C. Any written documentation generated throughout the promotion and tenure process, including the numerical vote counts of the promotion and tenure committee(s).
- D. A table of contents.
- E. Candidate’s executive summary.
- F. A curriculum vitae.
- G. Annual performance evaluations for the period under review, including the allocation of effort statements, the goals and objectives forms, written statements submitted by the faculty member as a part of the annual performance evaluations, the supervisor’s written comments, and any response made by the candidate to the supervisor’s written comments. Numerical rankings, ratings, or vote counts should be removed. (*See also* Sections 5.90.3.3 and 5.90.5.1.)

- H. The most recent complete conflict of interest form.
- I. Principal units' mission statements.
- J. External reviews.

5.90.5.5.1 Documentation File

Supplementary materials provided by the candidate related to the areas of faculty activity. This material is not routed beyond the College Promotion and Tenure Committee, but is available for review.

If this is an application for tenure, the candidate is to include evidence of contributions since starting at NMSU, plus evidence from other institutions if credit for prior service is applicable. If this is an application for promotion, then the candidate is to include evidence of contributions since the last promotion or tenure review.

Preparation of External Review Materials - For candidates in the Department of Music, in most cases, each faculty member will provide CD (audio) or DVD (video) recordings (or a mixture thereof) that include 45 – 60 minutes of live, unedited performances for consideration by external reviewers. For faculty members whose principal creative outlet is composition, the faculty member will need to submit scores, recordings, and sample programs, totaling a minimum of 45 – 60 minutes, though in this case, the recordings can be commercial releases if available. In cases where the faculty member in question serves NMSU primarily as a music historian, theorist, or music education specialist, their external review packets should include major publications, evidence of national/international seminar/conference participation, and clear evidence of teaching success.

Preparation of the “Documentation File” – For candidates in the Department of Music, the documentation file should include programs, relevant published press and review material, commercial recordings, commercial book or composition publications, and/or examples of published writing with a notation indicating that these publications were “juried” or “non-juried.” In the Department of Music, non-juried publications are acceptable and will be given their appropriate consideration of weight during the departmental P&T Committee deliberations. A notation of the level of scholarly publication will be included in the final departmental P&T Committee document.

Alterations to the One-Inch Binder and Documentation File – Candidates may make additions and alterations to their packets after they are submitted to the departmental committee with the approval and assistance of the Department of Music P&T Chair. After submission, the “One-Inch Binder” and the “Documentation File” will be stored with the Department Head for monitored access and review until departmental P&T Committee deliberations are complete. Then the “One-Inch Binders” will move forward to higher committees, and the “Documentation File” will remain under the control of the Head of the Department of Music. The candidate may review their documentation after assembly at any time until the “One-Inch Binders” are submitted to the upper committees after the conclusion of departmental deliberations. This includes the review of all external review letters, the departmental committee document, and the document added by the Department Head. The candidate will be notified in person or via e-mail by the departmental P&T chair when additions to the packet are available for review.

B. Temporary Extension or Suspension of the Promotion and Tenure Time Process

As per the University Policy Manual, Section 5.90.3.6.2, the promotion and tenure timeline process may be altered under the following conditions:

5.90.3.6.2 Extension of the Probationary Period

When requested in writing within one year of the qualifying event by the faculty member, leaves of absence can lead to postponement of the tenure decision date; however, modifications in that date require the recommendation of the department head and dean and the approval of the executive vice-president and provost. Faculty responsibilities may be negotiated when the extension is requested. An extension may be granted up to two times, so long as the total pre-tenure probationary period does not exceed eight years. Exceptions to this limit can be made under extraordinary circumstances if approved by the executive vice-president and provost. Candidates must be held to the same standards of performance when the probationary period has been extended as candidates whose probationary period was not extended. The probationary period may be extended, upon written request, under the following circumstances:

A. Leave of Absence without Pay: Probationary faculty members may request in writing a leave of absence without pay, usually not to exceed one academic or fiscal year. Prior to initiating the leave, affected faculty may request in writing a probation extension of one year.

B. Military Leave of Absence: Involuntary induction into the armed forces entitles the faculty member to a leave of absence to cover the term of military service. Such leave constitutes valid grounds for requesting an extension of the tenure decision date. Similarly, a faculty member's voluntary participation in a military reserve program may lead to periodic or prolonged absence sufficient to affect the faculty member's performance (*e.g.*, annual active duty training, or active duty training or participation when a reserve unit is called to active duty) that constitutes valid grounds for extension of the tenure decision date.

C. Medical Leave of Absence: Probationary faculty members with a serious personal illness or providing prolonged, substantive care for a chronically ill family member may request in writing an extension of the tenure decision date, usually for one year.

D. Family Leave of Absence or Exceptional Family Responsibilities: Upon written request, probationary faculty members who become parents will receive a one-year automatic extension of the tenure decision date. Such an extension does not require that the faculty member take a leave of absence.

E. Catastrophic Events: Probationary faculty who have experienced a catastrophic event such as a fire or flood or who must aid family members in such situations may request in writing an extension of the tenure decision date.

C. [Sic] Jury Duty: Prolonged jury service, when significantly affecting a faculty member's performance, constitutes a valid reason to petition for extension of the tenure decision date.

D. [Sic] Other, as Negotiated: Extensions for other reasons may be negotiated.

C. Confidentiality and Methodology of the Promotion and Tenure Process

All promotion and tenure documents and other materials will be held in strict confidence throughout the entire P&T process. Only committee members and the Department Head will have access to P&T materials, which will be held by the committee head and/or Department Head once submitted and checked out to other departmental P&T committee members as needed.

All committee deliberations will be held in private closed sessions. Final committee votes will be taken by secret written ballot and tallied by the committee chair. Voting will only take place in person, and all vote counts will be clearly recorded by the committee chair in the final committee memorandum to the Department Head included in all P&T packets.

Each candidate for promotion and/or tenure in the Department of Music will be informed in writing by the Departmental Promotion and Tenure Committee Chairman of the recommendations and numerical vote count of the final decision of the departmental committee.

At any point in the promotion and tenure process after actions have been taken, the candidate has the option to withdraw their packet from further consideration. As per the NMSU Policy Manual:

5.90.5.6 Withdrawal

A. Voluntary Withdrawal from Consideration: A candidate may withdraw from consideration at any time prior to the final signature of the executive vice-president and provost. A candidate shall prepare a letter requesting withdrawal from further consideration. The letter shall be transmitted to the dean or comparable administrator. All documents shall be returned to the candidate and nothing relating to the application for promotion and/or tenure shall be placed in the candidate's personnel file.

B. Withdrawal in Fifth Year of Service: If the candidate is in the fifth year of service, withdrawal from consideration for tenure must be accompanied by a letter of resignation submitted to the dean or comparable administrator no later than the end of the fifth-year contract period. The resignation shall be effective no later than the end of the sixth-year contract period.

D. Mid-Probationary Review

Faculty members can request a Mid-Probationary Review that will be more extensive in nature than the annual departmental P&T committee evaluation that is submitted to both the faculty member and the Department Head. As per the NMSU Policy Manual: "The mid-probationary review is an optional opportunity to obtain feedback on the tenure-track faculty member's performance and is used to identify specific activities to enhance the candidate's progress toward promotion and tenure. The review is formative, intended to assist tenure-track faculty in achieving promotion and tenure and should take into account the allocation of work effort during the three years reviewed and be based upon the principal unit's criteria. The outcome must not be used as a determinant for setting merit pay or for contract continuation decisions."

