

Music Department
University of North Carolina at Chapel Hill

Policies on Faculty Personnel Actions

Note: this document is based on the Music Department's Policies on Faculty Personnel Actions dated May 1995 and its addenda of November 1999 and December 2000, plus its Post-Tenure Review Policy dated fall 1998, all as emended in 2007–8.

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1 General Principles

- 1.1 The principal aims of the Music Department are to preserve, to increase, and to transmit knowledge and understanding of music composition, history and literature, and performance. These aims are furthered by the scholarly, creative and performance activity of the faculty and by their teaching of a variety of courses at different levels to undergraduate and graduate students. In hiring and promoting faculty, the Department seeks to maintain its high standards of teaching, artistic endeavor and scholarship. It also encourages service to the Department, the University, the professional community, and the State. The Department seeks to be as objective, fair, and honest as possible in matters of hiring and promotion. It reaffirms at this time its goal of quality combined with diversity. All hiring and promotion take place within the context of departmental needs and resources (chiefly salary funds), as well as the rank and tenure patterns within the Department. The Department subscribes wholeheartedly to EEO guidelines and commits itself to make personnel decisions with all possible justice to both the University and the individuals concerned.
- 1.2 The Department's policies on personnel actions are supplemental to, and subject to, all relevant College and University requirements and procedures as laid down in current documents, including but not limited to the *Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*, the *Faculty Code of University Government*, and the *Chair's Manual* issued by the College of Arts and Sciences. In case of conflict or discrepancy, College and University documents take precedence. Each faculty member has the responsibility to become familiar with their provisions.
- 1.3 The Department Chair will oversee all proceedings regarding appointment, reappointment, tenure, and promotion, and will preside during meetings of the assembled faculty according to its various constituencies as specified elsewhere in this document. The Department Chair will draw upon the advice of the assembled faculty gained by way of discussion within these meetings and also by way of voting. The Department Chair will act on the basis of this advice in submitting a confidential report to the Dean of the College of Arts and Sciences on any personnel action pursued through the procedures outlined in this document, and in making a recommendation or taking action thereupon, in accordance with the procedures set down by the College of Arts and Sciences.
- 1.4 Voting will take the form of a secret ballot held during a meeting of the relevant assembled faculty; the vote will be recorded by the Department Chair according to number and rank. The Department Chair will announce the numerical results immediately to the assembled body. The vote is advisory to the Department Chair.
- 1.5 Faculty may not vote *in absentia*, but if absent from a meeting may, if they wish, convey written opinions on the case to the Department Chair.

- 1.6 All documents submitted by candidates for reappointment or promotion must conform to the standards set down by the College of Arts and Sciences. In particular, the *curriculum vitae* should have numbered pages and should have on its first page the date of its redaction; any list of publications therein should mark with an asterisk those that can be considered to have been “refereed,” i.e., subject to peer review.
- 1.7 Any candidate involved in a personnel action will have rights of access to materials, and of response, according to the principles and procedures laid down by the Office of University Counsel and by other University bodies.

2 Standards

- 2.1 Some of the standards that the Department applies to the evaluation of candidates rely on qualitative judgment and cannot be expressed quantitatively. It is therefore not possible to reduce the evaluation of academic personnel to the purely objective determination that certain things have been done and a specific period of time has passed.
- 2.2 The Department may recommend any candidate for promotion and/or permanent tenure before the expiration of his or her probationary term if the quality of the candidate’s record justifies an early recommendation.
- 2.3 Prerequisite to the appointment or reappointment of any candidate is the prospective and continuing need for the services that he or she, as a teacher-scholar-artist-performer in a particular field, is qualified to carry out. Where this need does not exist, or has disappeared or may disappear, or where program change or curtailment of funding obliges the University to discontinue support, appointment or reappointment is precluded. However, an appointment of an individual to a tenure-track position is based on the belief that the appointment meets a continuing need of the Department.
- 2.4 The following standards will be employed in evaluations for reappointment, promotion, and tenure:
- (a) A demonstrated commitment to teaching excellence is a prerequisite for the consideration of tenure. While its presence without the other two general standards also being met will not bring tenure, its absence is sufficient to deny tenure.
 - (b) A demonstrated commitment to quality research or its equivalent in artistic performance and creative activity is a prerequisite for the consideration of tenure.
 - (c) Service to the University and the State and to one’s academic and artistic profession is an additional consideration in the overall assessment of a faculty colleague. Service is not deemed a substitute for excellence in teaching and excellence in research, performance or composition.

2.5 *Standards of Teaching*

- 2.5.1 The Department of Music expects and encourages teaching of the highest quality. Although it is not possible to enumerate here all criteria of teaching, a good teacher is one who prepares his or her course with the discrimination and skill needed for good scholarship, composition and performance; responsibly formulates the objectives of the course and uses imaginative ways of achieving them; commands the attention of students; stimulates their interest; enlarges their minds; improves their thinking; and, to the extent that it is possible, makes them active rather than passive participants in the course. An excellent teacher demands substantial accomplishment and high standards of work, grades all work fairly, is articulate and resourceful, and bases what he or she teaches on evidence and sound method. In addition, where appropriate, such a teacher conscientiously provides helpful advice and guidance to both graduate and undergraduate students on an individual basis, directs independent studies, theses and dissertations and/or artistic projects, and serves on committees that critically examine and evaluate such research and artistic projects. In short, what the Department looks for is an individual's generous involvement in teaching.

2.6 *Standards of Research and of Creative Artistic Activity*

- 2.6.1 The Department of Music expects and encourages its faculty to be actively involved throughout their careers in significant scholarly research and/or creative artistic activity. Scholarship is understood as the advancement of knowledge and understanding and consists substantially of original research or interpretation that is part of a coherent project. The central result of scholarship is publication. The Department of Music strongly encourages such publication as an obvious way of extending knowledge and of sharing the fruits of scholarly thought and investigation with a wider audience that can be both critical and appreciative. Creative artistic activity and its central result are understood to be the continued growth of a creative artist, and the creative arts, through artistic experiences on a distinguished professional level. The Department of Music strongly encourages such creative artistic activity as a way of sharing the fruits of artistic endeavor with a wider audience. Creative artistic activity, i.e., artistic performance and professional recording, or musical composition and its performance, professional recording, and/or publication is for some faculty in the Department what published scholarship is for others.
- 2.6.2 The Department also believes that Music should be viewed in broader artistic, cultural, and social contexts, and therefore encourages its faculty to engage in interdisciplinary endeavors where appropriate. However, the main criteria for review and judgment must lie within, rather than outside, our discipline broadly defined.
- 2.6.3 The Department insists on regarding quality of publication and/or creative artistic activity as more important than quantity.

2.7 Standards of Service

- 2.7.1 A service assignment is well done when its goals are pursued diligently, imaginatively, and responsibly, with concern for deadlines and appropriate results. Conscientious and efficient performance combined with collegiality, tact, and resourcefulness bring credit to the individual and the Department and will be recognized.
- 2.7.2 Instructors and assistant and associate professors without permanent tenure are expected to undertake only those service functions the Department Chair may assign, and to concentrate their efforts on teaching and research and/or creative artistic activity. Although their main business is teaching and research and/or creative artistic activity, junior members of the Department will be called upon to perform a number of service activities: work on departmental committees, cooperation in programs benefiting North Carolina high school students, and the like. An attitude of cooperation and collegiality, and competent performance of these duties, is expected in service activities.

3 Categories of Rank, Criteria, and Terms of Appointment

3.1 Fixed-term faculty ranks

- 3.1.1 Fixed-term faculty are defined as those not on the tenure track in the Music Department, and with appointments limited by date. They include full-time and part-time appointments, joint appointments in other departments, and EPA Non-Faculty positions, with titles such as Lecturer, Director (in cases where not tenure-track), Artist-in-Residence, Professor of the Practice, and the traditional academic ranks from Instructor through Professor accompanied by one of the prefix qualifications "Adjunct," "Clinical" or "Research."
- 3.1.2 Such an appointment is appropriate for one who possesses unusual qualifications for teaching, research, creative artistic endeavors, academic administration, or public service from an academic base, but for whom none of the professorial ranks nor an appointment as instructor is appropriate. These appointments are also appropriate if the continued availability of special funding for the position is a matter of concern or for other valid institutional reasons. Initial appointment may be for a fixed-term of from one to five years. Subsequent appointments for fixed-terms of one to five years duration may be made either in direct succession or at intervals. Every such appointment or reappointment is dictated by particular needs and situations, and qualifications will be measured accordingly.
- 3.1.3 Fixed-term appointments for the duration of twelve months or fewer may be recommended solely by the Department Chair acting in consultation with the Associate Chairs. Fixed-term appointments for longer durations require consultation with the faculty as outlined elsewhere in this document.

3.1.4 Save with the approval of the Dean of the College of Arts and Sciences or the Dean's nominee, and with the support of the tenured faculty, the Department Chair may not propose a fixed-term appointment lasting for longer than twelve months from the end of the Department Chair's term of office.

3.2 Instructor with Special Provision

3.2.1 A candidate supported by the Department to be recommended for an appointment as an assistant professor but who, when approved, is still completing a doctoral dissertation, will be recommended for an appointment as instructor for one year with the special provision that upon conferral of the doctorate he or she will be reappointed at the rank of assistant professor, and with the further proviso that the effective date of his or her appointment at the rank of assistant professor will be retroactive to the effective date of his or her current appointment as instructor, or to the July 1 or January 1 immediately preceding the date of conferral, whichever is nearest in point of time. Such an appointment will carry the title "instructor with special provision."

3.3 Assistant Professor

3.3.1 The rank of Assistant Professor denotes a tenure-track position, with an initial probationary appointment for four years, the possibility of reappointment for three additional years, and a review for the conferral of tenure and promotion to the rank of Associate Professor at the appropriate time.

3.3.2 An initial appointment at the rank of Assistant Professor requires clear promise of excellence in teaching, research and/or equivalent creative artistic activity, and service, and completion of all requirements for the doctorate or other terminal degree and the degree's conferral.

3.3.3 In the third year of the initial probationary appointment, an Assistant Professor will be reviewed and recommended either for reappointment to a second probationary term of three years or for non-reappointment. Reappointment is based on: (a) demonstrated excellence in teaching; (b) concrete evidence of serious and original research and/or equivalent creative artistic activity; (c) appropriate service to the Department; (d) the needs and resources of the Department and University.

3.3.4 If reappointed, an Assistant Professor will be reviewed no later than in the sixth year from the date of initial appointment for consideration for promotion to Associate Professor with conferral of tenure, for non-reappointment, or under distinctly exceptional circumstances, for reappointment at the rank of Assistant Professor with conferral of tenure.

3.3.5 If not recommended by the Department Chair to be reappointed at the end of the initial or the second probationary term, the Assistant Professor will be notified of the recommendation by the Department Chair no fewer than twelve months before the end of the current probationary term.

- 3.3.6 When an Assistant Professor receives permanent tenure at that rank, he or she must be reviewed for promotion at least every fifth year after the conferral of tenure.
- 3.3.7 In exceptional circumstances, an Assistant Professor may formally petition the Department Chair for an out-of-cycle review for promotion to the rank of Associate Professor (with tenure) with an effective date of no fewer than eighteen months from the date of initial appointment. In such a case, the Department Chair will consult with the tenured faculty on the merits of the petition. The Department Chair has the right to recommend denying the petition on the advice of the faculty, and if so, will communicate the reasons for such denial in writing to the petitioner.

3.4 Associate Professor

- 3.4.1 In evaluating past performance, present achievements, and promise for the future, the following factors will be considered in granting the title of Associate Professor: (a) the candidate's teaching should be very good in several areas and clearly distinguished in at least one; (b) the candidate must have made serious and substantial contribution(s) to research and/or equivalent creative artistic activity; (c) the candidate must be recognized as a helpful and valued colleague, one who has willingly and conscientiously performed needed services within the academic community; (d) the candidate's contributions must be deemed consistent with the needs and resources of the Department and University.
- 3.4.2 Promotion to the rank of Associate Professor confers tenure. Tenure is a permanent commitment by the Department and the University. Recommendation for tenure requires a judgment not only about the past and present achievements of the candidate but about his or her potential for future achievements as well as the projected needs of the Department and the University. While emphasizing proven excellence in teaching and research and/or creative artistic activity, the Department remains very much concerned, in questions of tenure, that a person show promise of continuing achievement in all three areas of teaching, research and/or creative artistic activity, and service. A professional judgment on the part of the faculty and the Department Chair about both the future direction and needs of the Department and a careful assessment informed by outside references about the qualification of the candidate for helping to meet those needs is necessarily a part of any tenure decision.
- 3.4.3 Initial appointment to the rank of Associate Professor is ordinarily for a probationary term of five years, during which the appointee will be reviewed for the conferring of tenure. In exceptional circumstances, initial appointments to the rank of Associate Professor with permanent tenure may be initiated and made effective according to the criteria and procedures outlined elsewhere in this document.
- 3.4.4 No later than the fourth year of an initial appointment to a probationary term of five years, Associate Professors are reviewed for reappointment as Associate Professor with tenure, for promotion to Professor, or for or non-reappointment.

- 3.4.5 If recommended by the Department Chair not to be reappointed at the end of the probationary term, the Associate Professor must be notified of the recommendation by the Department Chair no fewer than twelve months before the end of the probationary appointment.
- 3.4.6 An Associate Professor with tenure will be subject to review every five years from the conferral of tenure. This review will normally be a full external review for promotion to the rank of Full Professor, which will also stand as a Post-Tenure Review. At the individual's request, this full external review may be deferred; any such request must be approved by the Department Chair in consultation with the Full Professors. In such cases, a Post-Tenure Review will still be held.
- 3.4.7 In exceptional circumstances, an Associate Professor may formally petition the Department Chair for an out-of-cycle review with an effective date of no fewer than eighteen months from the date of initial appointment or promotion. In such a case, the Department Chair will consult with the tenured faculty on the merits of the petition. The Department Chair has the right to recommend denying the petition on the advice of the faculty, and if so, will communicate the reasons for such denial in writing to the petitioner.

3.5 Full Professor

- 3.5.1 Appointment to the rank of Full Professor confers tenure. A candidate seeking promotion to the rank of Full Professor should have made significant contributions in the field beyond those expected of an associate professor with tenure. The candidate should have a record of sustained research and high quality publication, or sustained artistic creativity, and distinctive achievements sufficient to have gained significant recognition in the field. The candidate should have a demonstrated commitment to continued excellence in teaching. The candidate should have a record of service that demonstrates the capacity for constructive contributions to the Department and the University.

3.6 Joint Appointments

- 3.6.1 In order to be recommended for a joint appointment in the Department, a faculty member must meet the standards for the rank for which he or she is being considered and must simultaneously meet the standards for the same rank in another department. A joint appointment is not extended as a courtesy. The Department will initiate, approve and recommend a joint appointment only if the joint appointment effectively meets a serious Department and University need.

4 Procedures for the Recruiting and Appointment of Faculty

- 4.1 Permission to recruit new faculty is granted by the Dean of the College of Arts and Sciences; the recruitment process must follow procedures laid down by the College and University, and must meet standard EEO requirements.
- 4.2 Recruiting of new faculty is undertaken with three considerations in mind: (a) that constant attention is given to the dictates of justice so that recruiting complies with federal, State, and University requirements; (b) that all aspects of recruiting are conducted with unfailing courtesy; (c) that recruiting is undertaken with a view to the Department's future development as well as its immediate needs.
- 4.3 New appointments lasting for longer than twelve months require the formation of a Departmental Search Committee, the solicitation of applications, the review of materials, and the interviewing of selected candidates.
- 4.4 The Search Committee will present a report on the search, and a recommendation on its outcome, to the assembled faculty, comprising all colleagues with general voting rights. The assembled faculty will discuss the recommendation and will then proceed to a vote on it by secret ballot according to the terms in 1.4–5, above.
- 4.5 Further consultation of the faculty will be necessary for the conferring of any rank other than lecturer (or similar) or assistant professor, or for the granting of tenure. Such consultation will be enacted according to the procedures, and within the constituencies, outlined elsewhere in this document, save that members of the Search Committee qualified by rank will serve as the Review Committee, and that the requirement for independent external letters and the procedures for securing them will be modified according to principles established by the College of Arts and Sciences.

5 Procedures for the Reappointment of Fixed-Term Faculty

- 5.1 The Department Chair will seek the advice of the assembled tenured faculty regarding the reappointment of fixed-term faculty.
- 5.2 At the Department Chair's request, the candidate will submit a *curriculum vitae*. The Administrative Manager of the Department will make this available, plus an evaluation from the relevant Associate Chair or Area Head that takes into consideration peer evaluations, student evaluations and, where applicable, evidence of student progress.
- 5.3 The Department Chair will appoint either the Associate Chair or the Area Head to serve as Presenter to the tenured faculty. The Presenter will prepare a statement consisting, as applicable, of positive and negative aspects of the case but will not offer a recommendation.

- 5.4 Following the presentation, the tenured faculty will discuss the case in roundtable format, and vote by secret ballot according to the terms in 1.4–5, above
- 5.5 In cases of exigency or urgency, the Department Chair may override these procedures, but not to the detriment of the fixed-term appointee. In any such case, the Department Chair will make every effort to communicate with the tenured faculty by the most efficient means possible, and a full report of the Department Chair's action, and the reasons for it, must be given to the next available meeting of the assembled tenured faculty.

6 Procedures for Reappointment as Assistant Professor

- 6.1 The Department Chair will seek the advice of the assembled tenured faculty regarding reappointment as Assistant Professor.
- 6.2 A Review Committee will be formed consisting of three tenured faculty, two of whom represent the candidate's area, Academic or Applied. The candidate will choose one member of the Committee, and the Department Chair will choose two. The Department Chair will appoint the chair of the Review Committee from the group of three. The Department Chair will also inform the tenured faculty and the candidate of the membership of the Review Committee.
- 6.3 In the case of reappointment as assistant professor, the Department Chair will not solicit external evaluations.
- 6.4 At the Department Chair's request, the candidate will submit all relevant materials for review. These should include a current *curriculum vitae* and two separate personal statements, one on past, present, and future research and/or creative artistic activity, and the other on teaching. The file may also include supporting materials such as copies of publications, recital programs, reviews, and recordings, and (where appropriate) of current recording or publishing contracts. On receipt of the file, the Department Chair may request additional information as appropriate. The Administrative Manager of the Department will make available the candidate's entire file (including teaching evaluations from colleagues and students) to tenured faculty.
- 6.5 The Review Committee will meet as often as necessary to prepare a presentation consisting, as applicable, of positive and negative aspects of the case. If necessary, before its presentation, the Review Committee may ask the Department Chair to submit a written request to the candidate to clarify aspects of the file in writing. The Department Chair may also initiate such a written request in consultation with the Review Committee. Any such request and the outcome thereof will become part of the file made available to the tenured faculty.
- 6.6 The assembled tenured faculty will meet on at least one occasion to debate the case; if either the Department Chair or the assembled faculty deems one meeting insufficient to

consider the case, a second meeting will be held. These meetings will occur in a roundtable format. The first meeting will begin with the Review Committee making a presentation on the case to the faculty, but not offering a recommendation.

- 6.7 At the end of the final meeting, a vote on the case will be taken of the assembled tenured faculty by secret ballot according to the terms in 1.4–5, above.

7 Procedures for Promotion to the Rank of Associate Professor and/or the Conferral of Tenure

- 7.1 The Department Chair will seek the advice of the assembled tenured faculty regarding promotion to the rank of Associate Professor and/or the conferral of tenure.
- 7.2 A Review Committee will be formed consisting of five tenured faculty, three of whom represent the candidate's area, Academic or Applied. The candidate will choose two members of the Committee, and the Department Chair will choose three. The Committee must wherever possible include at least one Full Professor and one Associate Professor. The Department Chair will appoint the chair of the Review Committee from the group of five. The Department Chair will also inform the tenured faculty and the candidate of the membership of the Review Committee.
- 7.3 The Review Committee and the candidate each will submit a list of three to five external reviewers to the Department Chair. The candidate may also submit a list of up to three individuals who should not be contacted for evaluation. The latter list will be confidential to the Department Chair. The Department Chair then will select five outside reviewers from whom to solicit letters, including two from the candidate's list and at least two from the Committee's.
- 7.4 At the Department Chair's request, the candidate will submit all relevant materials for review. These should include a current *curriculum vitae* and two separate personal statements, one on past, present, and future research and/or creative artistic activity, and the other on teaching. The file may also include supporting materials such as copies of publications, recital programs, reviews, and recordings, and (where appropriate) of current recording or publishing contracts. On receipt of the file, the Department Chair may request additional information as appropriate. The Administrative Manager of the Department will make available the candidate's entire file (including external letters solicited by the Department Chair and teaching evaluations from colleagues and students) to tenured faculty.
- 7.5 The Review Committee will meet as often as necessary to prepare a presentation consisting, as applicable, of positive and negative aspects of the case. If necessary, before its presentation, the Review Committee may ask the Department Chair to submit a written request to the candidate to clarify aspects of the file in writing. The Department Chair may also initiate such a written request in consultation with the Review Committee.

Any such written request and the written response to it will become part of the file made available to the tenured faculty.

- 7.6 The assembled tenured faculty will meet on at least two separate occasions to debate the case; these meetings will occur in a roundtable format. The first meeting will begin with the Review Committee making a presentation on the case to the faculty, but not offering a recommendation.
- 7.7 At the end of the final meeting, a vote on the case will be taken of the assembled tenured faculty by secret ballot according to the terms in 1.4–5, above.

8 Procedures for Promotion to the Rank of Full Professor

- 8.1 The Department Chair will seek the advice of the assembled Full Professors regarding promotion from Associate to Full Professor.
- 8.2 A Review Committee will be formed consisting of three Full Professors, two of whom represent the candidate's area, Academic or Applied. The candidate will choose one member of the Committee, and the Department Chair will choose two. The Department Chair will appoint the chair of the Review Committee from the group of three. The Department Chair will also inform the Full Professors and the candidate of the membership of the Review Committee.
- 8.3 The Review Committee and the candidate each will submit a list of three to five external reviewers to the Department Chair. The candidate may also submit a list of up to three individuals who should not be contacted for evaluation. The latter list will be confidential to the Department Chair. The Department Chair then will select five outside reviewers from whom to solicit letters, including two from the candidate's list and at least two from the Committee's.
- 8.4 At the Department Chair's request, the candidate will submit all relevant materials for review. These should include a current *curriculum vitae* and two separate personal statements, one on past, present, and future research and/or creative artistic activity, and the other on teaching. The file may also include supporting materials such as copies of publications, recital programs, reviews, and recordings, and (where appropriate) of current recording or publishing contracts. On receipt of the file, the Department Chair may request additional information as appropriate. The Administrative Manager of the Department will make available the candidate's entire file (including external letters solicited by the Department Chair and teaching evaluations from colleagues and students) to Full Professors.
- 8.5 The Review Committee will meet as often as necessary to prepare a presentation consisting, as applicable, of positive and negative aspects of the case. If necessary, before its presentation, the Review Committee may ask the Department Chair to submit a written request to the candidate to clarify aspects of the file in writing. The Department

Chair may also initiate such a written request in consultation with the Review Committee. Any such written request and the written response to it will become part of the file made available to the tenured faculty.

- 8.6 The assembled Full Professors will meet on at least two separate occasions to debate the case. The meetings will occur in roundtable format. The first meeting will begin with the Review Committee making a presentation on the case to the faculty, but not offering a recommendation.
- 8.7 At the end of the final meeting, a vote on the case will be taken of the assembled Full Professors by secret ballot according to the terms in 1.4–5, above.

9 Post-Tenure Review

9.1 Statement of Purpose

- 9.1.1 All tenured faculty (Associate Professor, Professor, Distinguished Professor) in the Department of Music will undergo post-tenure reviews on a five-year schedule (other faculty undergo separate review processes according to the procedures laid down for their rank). The purpose of post-tenure review in the Department is to serve as an additional means of fostering the college's mission of educational excellence, including its goal of providing high-quality instruction to its students and contributing to the development of music through scholarship and performance. In order to achieve this purpose, the review process should assist individual faculty members in their ongoing professional development, in particular in their efforts to enhance their skills as teachers, their accomplishments as scholars and performers, and their contributions to the profession and the public. The review process is intended to foster constructive dialogue between colleagues that will be characterized by fairness, mutual respect, a desire to learn, open-mindedness, and appreciation for the importance of academic freedom. The process of review will also serve to enhance a sense of accountability within the department and the college. The process will conform to the “Framework for Implementation of Post-Tenure Review” adopted by the UNC-CH Board of Trustees and the University Board of Governors, and procedural requirements laid down by the Office of Human Resources; see

<http://hr.unc.edu/EPA/faculty/reviews/posttenurerev>

- 9.1.2 Post-tenure reviews supplement, but do not replace, the other forms of review (e.g., for salary or promotion) and informal mentoring that are necessarily a part of the Department's support for its faculty.

9.2 Expectations of Faculty Members.

- 9.2.1 All members of the faculty of the Department of Music are expected throughout their careers to maintain the standards of excellence in teaching, scholarship, and service that are set forth in the department's tenure and promotion policy

9.3 *Schedule for Review*

9.3.1 *Cycle of Review.* The number of faculty members to be reviewed in any given year will be approximately 20% of the number of tenured faculty members. All tenured members of the faculty will be reviewed during a five-year period beginning with the 1998-99 academic year, and in five-year cycles thereafter. In the case of Associate Professors with tenure, each fifth-year post-tenure review may be replaced by a full review for promotion to the rank of full Professor which, regardless of outcome, will also serve as the post-tenure review. With the approval of the individual concerned, the Department Chair may, with the support of the Dean of the College of Arts and Sciences, postpone an individual's post-tenure review by no more than one year so as to distribute more evenly the load of such reviews through the cycle.

9.3.2 *Notice.* Faculty members who will undergo post-tenure review in any given year will be advised by the Chair of the upcoming review, and of the documentation required for it, no fewer than three months before the review is scheduled to occur.

9.4 *Process.*

9.4.1 *General Principles.* The Music Department faculty believes that a post-tenure review process should be as simple, straightforward, fair, functional, and flexible as possible, so that the purposes of the review process are achieved in an effective and time-efficient fashion.

9.4.2 *Obligation of Confidentiality.* All matters relating to post-tenure review will be regarded as confidential in character. All faculty members who participate as members of the Post-Tenure Review Committee or otherwise advise on individual cases will take seriously their obligation to abide by this requirement.

9.4.3 *Participation by Faculty Member Being Reviewed.* Each faculty member who is to undergo review in a given year will take an active role in the post-tenure review process by assisting with planning, preparing relevant background information, engaging in constructive dialogue with colleagues and the Chair, and undertaking a development plan if needed to address deficiencies in performance.

9.4.4 *Post-Tenure Review Committee.* The Department Chair will convene and chair a Post-Tenure Review Committee consisting of the assembled Full Professors of the faculty. This Committee will meet at least once to review materials and to advise the Chair on the outcome of the review.

9.4.5 *Information to be Considered During the Review Process.* The review process will be conducted in a way that provides the faculty member being reviewed, the Chair, and the members of the Post-Tenure Review Committee with relevant information concerning the faculty member's accomplishments and plans in the traditional areas of teaching,

scholarship and service. Information to be considered will include, but not be limited to, the following:

- (a) *Self-Assessment by Faculty Member.* The faculty member being reviewed will prepare a written self-assessment indicating his or her accomplishments in teaching, research, and service during the past five years; goals for the next five years; and thoughts on ways in which the department could assist them in their professional development.
 - (b) *Background Information.* The faculty member will also prepare a file that includes a current *curriculum vitae* and other relevant materials the member would wish to have considered. The Chair may also provide additional materials that may be pertinent, including teaching evaluations and other information relating to the faculty member's ongoing work within the institution.
- 9.4.6 *Consultation with the Faculty Member Being Reviewed.* The faculty member may, if desired, meet with the Department Chair prior to the meeting of the Post-Tenure Review Committee in order to discuss teaching, research, and service. The Chair will, if appropriate, convey the tenor of any such discussion to the Committee.
- 9.4.7 *Outcome of the Post-Tenure Review.* The Post-Tenure Review Committee will advise the Chair as to whether it believes that the faculty member being reviewed is performing at a satisfactory level or higher, or has deficiencies that need to be addressed through creation of a development plan. The Committee may also provide the Chair with other advice and recommendations concerning the faculty member, and the Department's support thereof.
- 9.4.8 *Establishment and Monitoring of Development Plan.* In the event that the Post-Tenure Review Committee advises that the faculty member being reviewed has a record of overall performance that reflects substantial deficiencies that need to be addressed, and has recommended the establishment of a development plan, the Chair and the faculty member being reviewed will meet to discuss such a plan. The development plan will include clear goals, indicators of goal attainment, a clear and reasonable time frame for the completion of goals. The performance of a faculty member who has been found to have substantial deficiencies in overall performance and who is working on completion of a development plan will be reviewed by the Chair on an annual basis for a period of up to three years until such time as substantial deficiencies have been remedied. In the event that substantial deficiencies in performance continue to exist at the end of the three-year period, the Chair will consider whether action should be initiated pursuant to the Trustee Policies and Regulations Governing Academic Tenure, or other steps taken to address the deficiencies.
- 9.4.9 *Maintenance of Confidential Written Record.* The Department Chair will provide the faculty member with a detailed written report of the post-tenure review and its outcomes. The faculty member may produce a written response to this report, which the Chair may, if appropriate, communicate to the Post-Tenure Review Committee; should the response require further action, the Chair may reconvene the Committee. The report and any

response, and details of actions arising therefrom, will be maintained in the faculty member's confidential personnel file, along with all background information and other materials used in connection with the review.

9.4.10 *Recognition of Outstanding Performance.* In instances in which the faculty member being reviewed is found to have evidenced outstanding overall performance, the Chair will endeavor to recognize that performance through appropriate forms of positive recognition, including but not limited to nominations for awards.

9.5 *Appeals and Reports to the Provost*

9.5.1 *Appeals against Findings of Substantial Deficiencies and against Development Plans.* Faculty members found by the Post-Tenure Review Committee and the Chair to have substantial deficiencies in performance and for whom a development plan is established may appeal the finding of substantial deficiency or the terms of the development plan within 30 days of receiving a final letter from the Chair including such findings and development plan. Appeal rights are as provided for in the University's policy on post-tenure review.

9.5.2 *Annual Reports Filed.* As provided in the University policy on post-tenure review, the Chair will file annual reports to the Office of the Provost or other specified authority detailing the names of faculty members reviewed during the previous year, the names of faculty members for whom a development plan was recommended and established, and the names of faculty members who were subject to review in that year but for whom a delay was requested (along with the reasons for delay).

9.5.3 *Periodic Assessment of Post-Tenure Review Process.* The Department Chair will initiate periodic assessment of the post-tenure review process, drawing on the experience of members of Post-Tenure Review Committees, and of the faculty members who are reviewed.