DEPARTMENT OF MUSIC

NEW MEXICO STATE UNIVERSITY

FUNCTIONS AND CRITERIA

FALL 2019

The following Functions and Criteria were approved by:

Department Head, Music _____ Date 10/25/19

Dean of Arts and Sciences _____ Date 11/6/19

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 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 and Music Performance, as well as graduate degrees 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 department strives to:

- prepare students for successful careers in music education, performance, and/or other music related areas
- give music students opportunities to perform, study, listen to, create, research, and/or experience the distinctive nature of the art of music
- enlighten, enhance, entertain, and /or broaden the cultural lives of our students, faculty, staff, and the residents of the area and state through the performance of superior and diverse music

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. August 2019). 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 Administrative Rules and Procedures:
https://arp.nmsu.edu/

NMSU Policy Manual:
https://provost.nmsu.edu/policies-and-procedures/

NMSU Provost Promotion and Tenure Link:
https://provost.nmsu.edu/promotion-and-tenure/

College of Arts and Sciences:
https://artsci.nmsu.edu/wp-content/uploads/2018/Policies&Procedures/P&TPolicy18.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. They 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 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. 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 tenured faculty members of the Department, with the exception of the Department Head. The committee, with the exception of the committee chair, will be selected through nomination by the Department's tenured faculty. This process will occur annually at the first meeting of every academic year. Committee members can serve multiple consecutive terms. The committee chair will be elected by the committee and will serve a term of three years. The chair can serve multiple consecutive terms at the decision of the committee. The committee will also have one voting member from another department provided as a Dean's representative. The committee will be made up of no less than three eligible members and no more than five.

If necessary, a secret ballot will be held among the Department's eligible voting faculty to determine the committee. A Chairman in the middle of their term will automatically be placed on the Committee. 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.

The Department Head is not eligible to be part of the committee, and may not participate in committee deliberations or voting.

Service by a faculty member or administrator in the review process should not take place in the presence of a demonstrated conflict of interest, such as an amorous or spousal relationship with a candidate or any other form of conflict of interest discussed in the NMSU ARP, in which instance the faculty member or administrator involved shall not participate in the candidate's review at any level.

Committee members may attend sessions by electronic methods with permission from the chair. All votes within the committee will be cast anonymously, either in person or by confidential electronic method. Proxy ballots will not be allowed.

Recommendation letters from the Promotion and Tenure committee will express the majority view but will also allow for dissenting opinions in the form of a minority report.

The Committee will periodically review departmental policies and procedures for evaluation, as well as promotion and tenure. This review will also maintain consistency with University and College guidelines regarding evaluation, promotion and tenure. The Department Head will be asked to join the committee for these reviews. Any changes to the departmental policies will be voted on by all regularized faculty within the department. Modifications that are made to maintain consistency with changes in University rules will not be subject to 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. 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 can also create 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 encouraged to attend faculty meetings and 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 voting memberships shall constitute a quorum. 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, NMSU Faculty Woodwind Quintet, and the NMSU 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 online classes, and/or intensive creative or service 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.

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 will offer online student evaluations each semester for all music courses that have more than four students enrolled. Faculty are encouraged to cross-list all sections of Applied (MUS 130, 230, 330, 430, and 582) and Chamber Ensembles (MUS 164, 350, and 580) on Canvas in order to have student evaluations generated for those courses.

E. Events Involving Students During Finals Week

Faculty members may not schedule performing events involving student participation on or off campus after the last regular class day. This is to allow students to prepare for and take their final exams.

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.

H. 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 (September, 2019). If the NMSU rules on faculty evaluation, or promotion and tenure should change during a faculty member's pre-tenure or pre-promotion period, the faculty member may elect, in writing, whether to be evaluated by the document that was in place when they began or by the current document.

I. Ethical Conduct Required in All NMSU Operations

The department is diligent in upholding the rules outlined in Chapter 3 (https://arp.nmsu.edu/chapter-3/) of the NMSU ARP regarding Discrimination, Harassment and Resolution on campus. The appeals process regarding Discipline and Dispute Resolution is listed in Chapter 10 of the NMSU ARP (https://arp.nmsu.edu/chapter-10/).

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 members' 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 and Criteria Statement.

B. Research Function

Because of 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. The difficulty of the music being performed, as well as the amount of preparation required to deliver a successful performance will 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.

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.

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 and 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 full-time 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 Department of Music promotes service 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 and 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 engages 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 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 and 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 lifelong 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. In the field of music, this is often accomplished through such activities as workshops, master classes, and clinics.

EVALUATION GUIDELINES

It is the goal of the NMSU Music Department to maintain transparency throughout the entire Tenure and Promotion process. If the NMSU rules on faculty evaluation, or promotion and tenure should change during a faculty member's pre-tenure or pre-promotion period, the faculty member may elect whether to be evaluated by the former rule or the revised rule. This selection will be documented in writing to clearly specify which standards will be applied in accordance with the faculty member's selection.

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 2018). 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.

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 will create a new allocation of effort/goals statement each year that will be reviewed and approved by the Department Head. Each fall faculty members will fill out an Annual Performance Report through Digital Measures. The Department Head will schedule an annual meeting with each faculty member to discuss performance evaluations. The performance will not be considered complete until they have been signed by the Faculty Member and the Department Head.

A. Allocation of Effort

Consistent with NMSU ARP (Sections 9.31), all regular faculty members are required to develop an Allocation of Effort statement for each academic year of

service at NMSU. It is understood that the amount of effort that faculty members at any rank devote to different components of their duties may vary, depending on goals, appointments, special activities and other circumstances. It is acceptable to have variations in each faculty member's efforts from year to year, as long as these are properly agreed upon between the faculty member and the Department Head, reviewed and approved by the Dean and documented. When there is variation in the Allocation of Effort, it is expected that these differences are taken into account during the evaluation of performance and during assessment of progress toward promotion and/or tenure. The Allocation of Effort statements are integrated into the promotion and tenure process to assure that each faculty member is assessed according to his/her performance in the assigned duties. These statements are required of each faculty member each year, regardless of rank, and become part of the Promotion and/or Tenure portfolio. Each faculty member will prepare an Allocation of Effort Statement for each academic year, using the College approved form. The Allocation of Effort Statement must be approved by the Department Head, and copies submitted to the Dean's Office for review, final approval, and record. The document is expected to be completed during the Spring semester that precedes the beginning of the academic year to which it applies. The Allocation of Effort Statement outlines the percentages of effort to be dedicated to each of the four areas of evaluation (Scholarship and Creative Activities, Teaching and Advising, Service, Extension and Outreach). Per NMSU policy, the sum of the various percentages should be 100%. While the NMSU ARP recognizes that a percentage of 0% can be present in any category, the College sees scholarship and creative activities as well as teaching and advising as fundamental components of the activities of a tenured/tenure-track faculty member. The College will consider a 0% allocation in these categories acceptable only in exceptional and well-documented circumstances. In addition, the statement requires the development of:

- Specific goals to be achieved in each area;
- Specific activities that will be performed to achieve the proposed goals;

in order to meet the NMSU ARP, the activities should also identify (1) the number credits to be taught and level of courses, and (2) the standard teaching and advising load for the department. The Allocation of Effort Statement should be accurate and useful, and prepared in a manner that is unambiguously understandable by administrators at all levels and by internal and external evaluation bodies. The percentages used in the allocation of effort should be consistent within the Department and should be properly justified by the proposed goals and activities. In particular, comparable activities by faculty members in the same department should be reported with comparable percentages of effort. If an agreement between the faculty member and the Department Head on the allocation of effort cannot be reached, the Dean will mediate and facilitate the final assignment of an allocation of effort. Appeals to the agreement will be handled following the process described in the NMSU ARP (Section 10.60). The faculty member will maintain records of the goals, objectives, and allocation of effort and accomplishments for each year's activity.

B. 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:
   - 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

C. 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,
   - 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.
- is 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

D. 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

- 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

E. Evaluation of Outreach

Outreach may be defined as the offering of expertise beyond the university and/or academic community

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
   - 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

F. 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. It should be noted that leadership is not a separate evaluation component, but should be included as a part of each of the four areas of effort.

G. Collegiality

The Department values and expects collegiality of faculty members in all activities.

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

- 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 students, faculty and staff.

H. External Reviews

All faculty members applying for promotion and tenure consideration will undergo an external review appropriate for their area of expertise. 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 recent 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. The candidate may indicate reviewers not to include. External reviewers should be free of real or perceived conflict of interest. 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

A sample portfolio will be provided by the department head upon request of the candidate.

The Department Head will provide electronic versions of policies the Spring before a candidate applies for promotion and/or tenure.

The Department Head will be responsible for establishing and monitoring a process for mentoring faculty members in the development of successful cases for promotion and/or tenure, in conformance with University Policy (Section 9.35.5 of NMSU ARP). The Department Head will provide guidance and assistance to faculty members who are applying for promotion and/or tenure, and will review the portfolios and core document for completeness and quality.

A typical timetable for promotion and or tenure evaluation is listed below:

1. March – Candidates notify department heads of intention to apply for tenure and/or promotion during the following fall semester;
2. May-June – External referees are identified and secured, candidates and departments prepare material for external review of candidates in the tenure track;
3. July-August - External reviews are conducted and letters due to departments for candidates in the tenure track;
4. September - Candidates complete and submit all material for departmental promotion and tenure review. The Department Head informs the candidate when all items are assembled and the candidate has a 48-hour window to review all items in the assembled portfolio prior to being reviewed by the appropriate committees, administrators, and or External Reviewers.
5. September/October - Departmental Promotion and Tenure Committees and Department Heads complete department level reviews and recommendations. A summary letter regarding the Promotion and Tenure Committee recommendations and the numerical vote count is submitted to the Department Head. This letter, along with the Department Head's recommendation, is given to the candidate by the Department Head and is included in the core document. The candidate is given a five-day time window to provide a rebuttal, after which the core document is submitted to the Dean's office. If core documents are incomplete or otherwise improperly prepared, they will be returned by the Dean's Office staff to the department prior to review and evaluation. Deficiencies must be addressed in a timely manner, i.e., in time for the Faculty Affairs Committee or College-Track Promotion Committee to write an evaluation and recommendation without undue additional burden and within the set deadlines.
6. November - The Faculty Affairs Committee or College-Track Promotion Committee receives and reviews core documents;

7. December – The Faculty Affairs Committee or College-track Promotion Committee forwards to the Dean letters of review and recommendations for all reviewed candidates;
8. January – The Dean provides copies of the College Committee's recommendations to the candidates;
9. March – The Dean develops an independent recommendation and shares it with the candidates; core documents inclusive of all recommendations are submitted to the Executive Vice President and Provost;
10. April – The Executive Vice President and Provost make the final decision and they inform the candidates.

B. Organization of the Documents for College Review

In order to ensure uniformity in the evaluation process, the material prepared for each promotion and/or tenure application should be organized according to a standard format. The format should be consistent with regulations put forward by the relevant NMSU Policy (9.35.6). The college expects the organization to be followed precisely, to ensure consistency. The material is composed of two parts:

a. A core document, which contains the information submitted to the Dean's Office.
b. A supplemental documentation file, to be retained in the Department Office under the control of the Department Head. (Both sets of material will be included in review at the departmental level.)

C. Core Document

The core document submitted to the Dean's Office for review beyond the department level should be organized in a 1-inch three-ring binder, with a spine label identifying the candidate's name. Two binders are required in the Dean's Office: an original and one copy. The original and the copy should be clearly distinguished. The following information is to be included in the binders with an index tab for each section. Observe that NMSU policy requires that items C, F, and G collectively do not exceed 50 pages. Tabs can be used to separate the different sections, but no plastic sheetcovers should be used. The structure of the portfolio is summarized in the table below.

a. College Routing Form (with signature): This document will be added by the Dean's office
b. College Promotion and/or Tenure Cover Sheet (indicating candidate's name, current rank, department and college)
c. Table of Contents
d. NMSU Contract Status and Dossier Review Form
e. Promotion and/or Tenure Process Documentation
    1. Departmental Promotion and/or Tenure Recommendation. The recommendation should include the numerical vote counts (separate for promotion and/or tenure) and signatures of all members of the Promotion and Tenure Committee. The recommendation should provide a comprehensive review of the discussion and address all perspectives that emerge during the development of the recommendation, including dissenting opinions.
    2. Minority Report: members of the Promotion and Tenure Committee expressing dissenting opinions may include a minority report; minority reports are warranted in situations where their dissenting opinions have not

been adequately reflected by the overall recommendation document and there are concerns about violations of due process. It is, in general, inappropriate for a minority report to simply reaffirm a dissenting vote, as dissenting opinions should be properly captured in the general report from the Promotion and Tenure Committee.

3. Department Head Recommendation.
4. Faculty Affairs Committee Promotion and/or Tenure Recommendation or College Track Faculty Promotion Committee Promotion Recommendation. The recommendation will include the numerical vote counts (separate for promotion and/or tenure, as applicable) and signatures of all members of the committee. The recommendation will provide a comprehensive review of the discussion and address all perspectives that emerge during the development of the recommendation, including dissenting opinions. This document will be submitted to the Department Head by the Chairman of the Promotion and Tenure Committee. This document will be added by the Music Department.
5. Dean's Recommendation. This document will be added by the Dean's office.
6. [Optional] Candidate's Rebuttal: following NMSU procedures, candidates can provide a document providing clarifications and/or offering a rebuttal to the departmental recommendations.
7. Documentation of credits for prior service (as per NMSU ARP 9.35.2.A), extension (9.35.2.B) or reduction (9.35.2.C) of probationary period.
8. Documentation of additional portfolio reviews (e.g., mid-probationary review).

f. Candidate's executive summary (maximum of 3,000 words)

- The document should provide separate sections dedicated to teaching and advising, scholarly and creative activities, service, and extension and outreach.
- The document should demonstrate the candidate's philosophy in the various areas of effort, along with a reflection of the work performed in each area.
- Achievements and contributions in the different areas should be discussed and placed in the context of the overall philosophy and goals of the candidate. It is recommended that the summary provides a framework for interpreting and contextualizing the content of the candidate's curriculum vitae.
- If appropriate, the summary should provide evidence of leadership achieved in the various areas of effort.
- Discussion of scholarship and creative activities should be formulated with reference to the model articulated in the NMSU policy.
- Discussion of teaching and advising should include a reflection of teaching effectiveness, professional development and impact on students' learning.
- Discussion of service should formulate the vision of impact within the unit, the College, the institution and the broader community.
- Discussion of extension and outreach should formulate the vision of impact within the unit, the College, the institution and the broader community.

g. Candidate's comprehensive Curriculum Vitae with complete information about the status of and dates for all work, indicating relevance and contribution, organized in two parts:

- The first part should articulate all the activities and accomplishments since the date of the previous promotion (i.e., for the period for which the candidate is being evaluated).
- The second part should summarize the activities and accomplishments relative to the periods preceding the last promotion. This part should be concise and highlight only contributions that are relevant to place the content of the first part of the curriculum vitae in context.

It is recommended that the curriculum vitae be described along the same areas of target evaluation (i.e., teaching and advising, scholarly and creative activities, professional service, extension and outreach). For each area, sufficient information should be provided to measure relevance and contributions.

h. Annual Evaluations and Reports.

1. Faculty Annual Performance Reports for the entire period under review, properly signed.
2. Faculty Allocations of Effort for the entire period under review, properly signed.
3. Department Head's Appraisals of candidate's annual performance for all years in the period under review. Numerical rankings, ratings or vote counts should not be included. This should include written statements submitted by the candidate as part of, or in response to, annual performance evaluations, supervisor's comments, and any response made by the candidate.
4. Promotion and Tenure Progress Reports for the entire period under review:
    a. Departmental Promotion and Tenure Committee's Reports for the period under review. Numerical rankings, ratings and vote counts should not be included. It is the responsibility of the Department Head to ensure that rankings and ratings are properly removed.
    b. Department Head's Recommendation on progress toward promotion and/or tenure for all previous years in the period under review.

i. Promotion and Tenure Policies.

1. A signed copy of the departmental Functions and Criteria statement the candidate selected for the promotion and/or tenure process.
2. The College Promotion and Tenure Policy document the candidate selected for the promotion and/or tenure process.

j. External Reviews: the external reviews (see also Section 8.2) should be organized as follows:

1. A copy of the letter that the department head and/or the chair of the Department Promotion and Tenure Committee used to request the external review.

2. A document describing the background and qualifications of the external reviewers and the relationship (if any) of external reviewers to the candidate.
3. The external letters. Review letters should be signed and on letterhead – printouts of scanned letters are also acceptable; the use of printouts of emails is discouraged. Deviations from this format should receive previous approval from the Dean's office.

The core document should be self-contained and not rely in an essential manner on external links and URLs. If the candidate is applying for tenure, then the portfolio should include evidence of contributions since starting at NMSU, plus evidence of efforts at previous institutions if credit for prior service has been granted. If the candidate is applying for promotion, then evidence of contributions since the last promotion or tenure review should be included. The faculty member has the primary responsibility to maintain records of activities and accomplishments and for providing all relevant evidence of qualification for the promotion and/or tenure being sought. Both the faculty member and the department head are required to maintain records of the annual goals and allocation of effort statements, annual reports and appraisals, and annual evaluation of progress toward promotion and tenure. The Department Head will be responsible for establishing and monitoring a process for mentoring faculty members in the development of successful cases for promotion and/or tenure, in conformance with University Policy (Section 9.35.5 of NMSU ARP). The Department Head will provide guidance and assistance to faculty members who are applying for promotion and/or tenure, and will review the portfolios and core document for completeness and quality. Other members of the Promotion and Tenure Committee may assist the Department Head in this process.

D. Supplemental File

As indicated in NMSU ARP (9.35.6), the candidate should prepare a supplemental file to provide additional evidence in all areas of faculty activities. This material should be maintained in the Department Head's Office and should be made available to the Faculty Affairs Committee, the College-Track Faculty Promotion Committee, the Dean, and the Provost upon request. This material should not be routed to the Dean's Office. The content of the supplemental document should be expressed according to the four areas of allocation of effort (Teaching and Advising, Scholarly and Creative Activities, Service, Extension and Outreach). 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 Promotion and Tenure deliberations. A notation of the level of scholarly publication will be included in the final departmental Promotion and Tenure document. External letters acknowledging service activities, as well as letters and other forms of evidence documenting recognitions and awards.

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 recent 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.

E. 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 Promotion and Tenure 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 Promotion and Tenure 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 Promotion and Tenure chair when additions to the packet are available for review. Upon review of the document, evaluators may request additional information from the candidate. The candidate will be expected to reply in a timely manner for such requests. All requests will be made in writing and transmitted to the candidate. The candidate will have five days to correct factual errors after receiving recommendations from the Promotion and Tenure Committee and the Department head. In addition, the Candidate will be given five days to provide a rebuttal after receiving recommendations from the College Promotion and Tenure Committee and the Dean.

F. 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.

G. 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 Promotion and Tenure process. Only committee

members and the Department Head will have access to Promotion and Tenure materials, which will be held by the committee head and/or Department Head once submitted and checked out to other departmental Promotion and Tenure committee members as needed. All committee deliberations will be held in private closed sessions. Final committee votes will be taken by secret ballot and tallied by the committee chair. Committee members may attend sessions by electronic methods with permission from the chair, however, only attending members will be allowed to vote. All votes within the committee will be cast anonymously, either in person or by confidential electronic means. Proxy ballots will not be allowed. All vote counts will be clearly recorded by the committee chair in the final committee document included in all Promotion and Tenure packets. Each candidate for promotion and/or tenure in the Department of Music will be informed in writing 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.

H. Mid-Probationary Review

Faculty members can request a Mid-Probationary Review that will be more extensive in nature than the annual departmental Promotion and Tenure 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."

I. Provision for Departmental Promotion and Tenure Committee Meetings with Administration

Should the need arise, the Dean of the College of Arts and Sciences, the Department Head, or comparable administrator may meet with the principal units' promotion and tenure committee to discuss procedural matters. Meetings of this nature will need to be scheduled through the Department of Music Promotion and Tenure Committee chair.

J. Conflict of Interest

A candidate for promotion and/or tenure has the right to ask for the recusal of a Promotion and Tenure Committee member with whom they believe a conflict of interest exists. A justification for the request will be presented in writing to the Department Head prior to the request. If the committee member rejects the request for recusal, the matter may be appealed and decided by the appropriate administrative level.

K. Post-Tenure Review

The NMSU Department of Music will undertake the Post-Tenure Review process in accordance with Section 9.36 of the NMSU ARP.