

Baylor University
School of Music
Standards for Promotion to the Rank of Professor

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Professor is the highest academic rank at Baylor University. The candidate must exceed the requirements for the rank of Associate Professor, and must generate research and scholarship marked by quality, impact, and visibility. Evaluation will focus on the complete body of work in teaching, research/creative activity, and service taking place *after* promotion to the rank of Associate Professor, particularly activities occurring within the five years preceding the application for promotion. A candidate's achievements should be equivalent to those expected for promotion to the rank of Professor at top-tier university music programs. It is important that the candidate for promotion to the rank of Professor work with a faculty mentor who has achieved this rank. This will help the candidate fully understand the expectations and preparation needed.

Candidates for promotion to full professor should also show a commitment to working and communicating constructively with others in the division, school, and university toward a common mission, and must also demonstrate commitment to a local faith community.

Teaching

Documentation of the successful candidate's teaching must demonstrate results at national or international levels, as appropriate to the specific discipline. Additional results, such as student professional achievements following degree completion, can be important indicators of instructional quality. Examples include:

- Student participation, presentation, and/or performance at conferences, competitions, master classes, or workshops
- Documented measures of teaching assessment that demonstrate consistency in the high quality of instruction for university courses and/or through being designated a Master Teacher, appointed a Baylor Teaching Fellow, or receiving other awards for teaching from a national society
- Examples of student accomplishment, which may include:
 - Professional positions held
 - Evidence of advancement in the field
 - Awards or recognition for exemplary professional work
 - Completion of further advanced degrees and receipt of performance awards, and/or teaching assistantships or fellowships
- A successful record of involvement (e.g., teaching, mentoring) in the graduate programs, where appropriate, within the candidate's Division

Evidence of student achievement must show the direct influence of the candidate's teaching in the student's success. A narrative should be provided to the Promotion Committee at the time of application for promotion if it is necessary to explain any anomalies in scoring assessments of teaching.

Research/Creative Activity

The successful candidate is a mature, productive, and well-documented scholar and/or creative artist on a national or international level. Significant principles applying to the evaluation of accomplishment in the areas of Research and Creative Activity follow:

- Research can include publications such as books or articles in prominent periodicals in the faculty member's field of expertise; refereed publications are given strong preference.
- Creative activities may include performances in significant venues, published recordings, and scores commissioned, performed, and/or recorded.
- Creative activities evidenced by published reports and reviews are important indicators of career development; preference is given to creative activities for which applications, review processes, or special invitations are required.
- Research and creative activities additionally can include the pursuit of grants, awards, or contracts related to the faculty member's field. Additional recognition is given to externally funded projects.
- Research projects and/or creative activity that engage a national or international audience are expected and will be given preference in the evaluation process.
- Collaborative or interdisciplinary research and creative projects also will be valued, and the extent of the faculty member's contribution to collaborative projects should be documented clearly.
- The presentation of research at national or international conferences or symposia will be valued across all disciplines.
- For all areas of Research/Creative Activity, a steady level of documented activity appropriate to the faculty member's field of expertise is required.

Service

The successful candidate must document service activities in their field and to the professional community outside the university.

Examples of professional service that indicate progress toward promotion to the rank of Professor include, but are not limited to:

- Serving as an officer, on the board of directors, or in some prominent capacity for a professional organization
- Serving at the editorial level for a prominent publication
- Chairing or serving on a committee for a professional organization
- Serving as a conference or event organizer

- Serving as a moderator or on a panel at a major conference
- Serving as a mentor and leader within the candidate's field

Within the university, examples of service could include:

- Serving as an Associate Dean, Division Director, and/or Area Coordinator although this workload-bearing service alone is not, in itself, adequate basis for promotion
- Serving as chair of a school of music committee or as a member on a university-level committee
- Serving in the Faculty Senate
- Serving as a mentor to faculty
- Service to Baylor Advancement, Department of Athletics, or serving on a high-level administrative search.

Processes of Evaluation

The School of Music will follow all those general University guidelines for the promotion process outlined in *Promotion Procedures for Tenured Faculty at Baylor University*. Within this framework, there is latitude for some procedural differences among schools and departments. The following clarifications are offered in that regard for the School of Music:

- **Clarification of the "Professors of the department" term in the *Promotion Procedures for Tenured Faculty at Baylor University*.** In the School of Music, "Professors of the Department" shall be defined as: (1) all Professors from the tenured faculty member's Division; and (2) one or more Professor(s) from each additional Division in the School of Music. Those representatives from other Divisions shall be selected by the dean in consultation with the faculty member, the Division Director, and the Music Council.
- **Conditions for participation in the process for evaluating faculty seeking promotion to the rank of Professor.** In order to participate in the review process and to vote on a tenured faculty member's promotion to the rank of Professor, the available "Professors of the department" must have read the candidate's annual report(s), examined the letters from external reviewers, and carefully considered the supporting documents provided.

Evaluating Teaching

Success in teaching is of primary importance in the evaluation of Baylor School of Music faculty promotion to the rank of Professor. Documentation of the successful candidate's teaching must demonstrate results at national or international levels, as appropriate to the specific discipline. Additional results, such as student professional achievements following degree completion, can be important indicators of instructional quality.

Evaluating Scholarship

Scholarly, creative, and professional activities will be evaluated through the review of an annotated dossier detailing those activities. It is the promotion candidate's responsibility to report and document all such activities, including publications, performances, external funding, presentations, and other recognized activities. It is the responsibility of each "Professor of the department" to review these activities and, in light of quality indicators presented by the candidate in the dossier, determine the value of each activity. Further, it is the responsibility of the Dean to communicate those assessed values to the central administration as described in the *Promotion Procedures for Tenured Faculty at Baylor University*.

Determination of Quality in Publication within Music

Music is a very broad academic enterprise and, as a result, the publications that contain and report the body of knowledge in the field are numerous and tend to be written for highly specific audiences. To assemble all those publications into a generalized list according to prestige and quality, therefore, is a virtually impossible task fraught with many contradictions and controversies. Nonetheless, determining the relative prestige of publications in a promotion candidate's body of work and assuring the University that the faculty member is represented in publications of the highest quality and stature in that person's discipline is imperative.

This problem can be illustrated by a few specific examples. The journal that any faculty member in the discipline of piano pedagogy would utilize as a means for the dissemination of new ideas and as a means for establishing professional stature in that field is the *American Music Teacher*, the official journal of the professional organization, the Music Teachers National Association. Though refereed, these articles typically published in this journal would not be described as research; however, it is the one and only refereed publication in piano pedagogy. In the discipline of Church Music, the journal, *The Hymn*, is recognized as a publication of significance in which any faculty member within that discipline would be expected to publish. If all the typical measures of scholarly prestige for academic journals are applied, however, *The Hymn* likely would not find its place in the top tier.

If publication is a primary means of demonstrating scholarly, creative, and/or professional productivity for a promotion candidate, then he or she would be expected to publish, at least in part, in the "top-tier" publications within his or her discipline. Evaluation of which publications fit into that category, and the number of publications in each, would be determined by each "Professor of the department" and each external reviewer when examining the promotion candidate's overall quality and quantity of work.

External Review

As part of the promotion process, each promotion candidate will undergo an external review. The purpose of an external review is to provide an independent, unbiased evaluation of the candidate's scholarly and creative attainment in their discipline. Comments and reviews by outside scholars and professionals in the same discipline or performance area shall be provided as part of the material considered for promotion to the rank of Professor. School of Music promotion candidates' files are expected to include at least three (3) external evaluations.

External reviews will be conducted under the following guidelines:

Reviewers Qualifications. The School of Music is responsible for obtaining the services of qualified evaluators who can provide fair and objective assessments of the candidate's work under Baylor University and School of Music guidelines. Candidates should *not* themselves solicit recommendations. Instead, the Associate Dean for Academic Affairs and appropriate School of Music Division Director will handle all solicitations, as specified in the *Promotion Procedures for Tenured Faculty at Baylor University* document.

External evaluators should hold the academic rank of Professor or have comparable professional standing in a non-academic setting. Evaluators also should possess credentials that will document their expertise in evaluating the candidate's work within the context of the discipline or profession.

External evaluators must not include individuals who have a close academic or personal connection with the candidate (e.g., dissertation advisors, former professors, graduate school colleagues, co-authors, other Baylor faculty, personal friends, or former students). In rare cases, the candidate's specialized field may be so narrow that drawing from individuals with close professional connections is required. In these instances, the Division Director is responsible for explaining and justifying an exception to this requirement.

Identifying Reviewers. The candidate will be asked to provide at least four (4) names of potential external evaluators; and may identify up to four (4) individuals whom they prefer not to be reviewers. The candidate's Division Director will provide the Associate Dean for Academic Affairs with four (4) additional names of potential reviewers. The Dean, Associate Dean for Academic Affairs, and Division Director will consult on the final selection of the reviewers.

The Dean is responsible for final decisions regarding the selection of external evaluators.

The solicitation process for external evaluations should begin in sufficient time to confirm and receive the proper number of evaluations. All evaluations solicited and received are required to be included in the candidate's file.

Review Focus. Evaluators will be sent an appropriately representative body of the candidate's work to review. It is the candidate's responsibility to supply a set of materials representative of the candidate's work, with particular emphasis on research, creative activity, and professional activity. Materials typically would include a complete report of qualifications for promotion, a complete vitae, published or recorded materials, work submitted for publication, and representative examples of creative or artistic output, including recordings, videos, books, articles, or other such materials, as appropriate.

Evaluators will be requested to review and evaluate the quality of the candidate's work using these materials. Because most external reviewers will have very limited information, if any, with regard to the candidate's teaching prowess and success, reviews will focus more upon the candidate's record of achievement in research, creative activity, and professional activity, along with their record of service to the degree that service activities are documented in the candidate's materials.

Letters from the School of Music to external evaluators must contain the following:

- confidentiality statement (letters will remain confidential to the extent possible under the law);
- request for a short form of the reviewer's vitae;
- copy of the School of Music promotion guidelines

Evaluators will be expected to provide:

- a statement regarding the length and capacity of their association with the candidate, if any,
- an assessment of the quality of the candidate's work within the discipline, in the context of the expectations set forth in the departmental guidelines;
- an assessment of the richness of their current scholarly and/or creative agenda, as well as its potential for ongoing contributions to the field;
- an assessment of the pattern of productivity reflected in the candidate's record compared to characteristics typical to the discipline,
- an assessment of the level of state, regional, national and/or international stature of the candidate as a result of this work,
- a summary judgment regarding how well the candidate has met Baylor's expectations for promotion to the rank of Professor, as outlined in School of Music promotion document.

Final Report. The final external review report will become a part of the candidate's larger total presentation in support of promotion, although it will be added to the candidate's materials after the candidate has submitted them. The candidate will not be allowed to know which reviewers were chosen to participate or to know what they said in their reviews.

The following materials will be included in the final external review report:

- Associate Dean for Academic Affairs' report of the process and materials used in the external review process;
- One copy of the letter requesting evaluations from outside scholars or professionals;
- Copies of all responses to requests (including declines and explanation of non-responses);
- List of materials sent to each evaluator;
- A vitae for each evaluator; and
- The written reports from the reviewers.