

Date: December 20, 2006

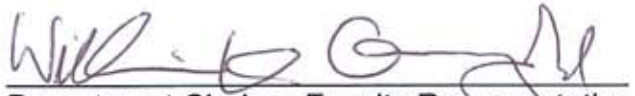
MEMORANDUM

TO: Elizabeth J. Stroble
Sr. Vice President, Provost and C.O.O.

FROM: James M. Lynn, Interim Dean
College of Fine and Applied Arts

RE: Merit Guidelines

The attached merit guidelines and criteria have been approved by the faculty of the School of Music on 4/7/06. I have approved all attached guidelines and criteria.



Department Chair or Faculty Representative

1/3/07

Date



Dean

1-3-07

Date



Senior Vice President, Provost,
and Chief Operating Officer

2/20/07

Date

The University of Akron
School of Music

Merit Pay Guidelines and Evaluation

Annual merit pay increases for full-time faculty in the School of Music will be determined by the Director, based on the following criteria:

- * Initial School Merit Pay increases will be based on the available merit pool as allocated by The College of Fine and Applied Arts to the School of Music.
- * Standards of performance will be based on the criteria for a given professional rank as outlined in the School's RTP Guidelines.
- * The categories which will be evaluated are **Teaching, Research/Creativity, and Service**. In the category of **Teaching**, applied faculty must provide evidence of recruitment at both the undergraduate and graduate levels. Non-applied faculty may provide other evidence of recruitment efforts (such as participation in arts fairs, conferences, recruitment of non-majors for General Education courses and visits to schools as appropriate). Student faculty evaluations will be considered. A faculty member may also include peer evaluation if so desired.
- * The School Director will review the Annual Report of each member of the faculty. The faculty member will be asked to cite on the Merit Pay Request Form at least six (6) examples of meritorious activities: two (2) in the **Teaching** category; three (3) in the area of **research/Creativity**; and one (1) in the area of **Service**. Additional narrative (likely no more than 50-100 words) may accompany the examples. Of course, you may list additional examples if you wish!
- * A faculty member may request that a three-year average (the current year plus previous two years) of merit scores be used in determining the merit pay calculation.
- * Based on the formula below, faculty merit points will be totaled from which a final determination of merit pay will be made. The formula in the current CBA will determine the actual dollar figure of each faculty member's merit pay amount.
- * Final determination lies with the Board of Trustees and notification of the exact pay increase will come in writing from the Board. Promotional raises are in addition to merit. Collective bargaining agreements with AAUP and university rules supersede anything on this document.
- * Faculty who are on a professional development leave during the period of the merit evaluation will be deemed to be of "outstanding merit" in all three categories based on the competitive nature of the leave program.

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Faculty Merit Pay Calculation:

Name: _____

Rank: _____

Area: _____

	Importance		Numerical Rating		Merit Point
Teaching/Advising (40%)	____.4____	x	_____	=	_____ +
Research/Creative (40%)	____.4____	x	_____	=	_____ +
Service (20%)	____.2____	x	_____	=	_____ +
Total Merit Points (FMP)				=	_____

Range from 5 = Extraordinary, 4 = Outstanding, 3 = Meritorious, 2 = Satisfactory, 1 = Unsatisfactory

Comments:

School Director

Date

School of Music

Merit Pay

Sample Criteria

III. Standards and Expectations for the Ranks (from RTP documents)

Below are some examples of the types of activities which would qualify a faculty member for merit at each of the three tenure track ranks within the School of Music. **The samples shown are not to be considered all inclusive and are listed only to establish a baseline from which specific items may be determined to be meritorious.** Samples are in **bold face**.

A. Assistant Professor: Standards and Expectations

Assistant Professor is the rank at which the probationary period culminating in a tenure decision begins (unless the faculty member was issued his/her initial appointment without tenure at the rank of Associate Professor or Professor). This rank is generally appropriate for those who have completed their formal education and/or achieved equivalent professional expertise in their respective areas of specialization. There must be evidence of potential for growth in (a) teaching; (b) scholarship, performance, and/or other creative accomplishment in the field; (c) professionally-oriented service and service to the University.

Formal Education: Possession of an earned terminal academic degree normally will be required for all persons appointed to the rank of Assistant Professor. Where appropriate appointments may be made of candidates possessing professional degrees or other advanced degrees. Exceptions to this degree requirement may be made for those exhibiting extraordinary leadership or accomplishment in a musical field. Once this equivalency has been established, the matter of equivalency shall no longer enter into any subsequent promotion or tenure decision.

1. Teaching: Comprehensive and current knowledge of the field of study, thorough preparation, and evidence of the ability to teach effectively are requirements of all persons appointed to the rank of Assistant Professor. Following are some examples of the kinds of evidence that might be presented to document the quality of teaching expected at this level:
 - a. positive evaluation by peers and students

Student faculty evaluations should be near or at the mean for the area of teaching responsibility.

- b. demonstrated effectiveness in identifying student problems, deficiencies, and resourcefulness in finding solutions
 - c. evidence of adequate course preparation and/or organization, which may include syllabi, handouts, and other material

All teaching materials should be up to date and course syllabi submitted to the Music Office by the end of the first week of each term.

**School of Music
Merit Sample Criteria**

- d. evidence of courses taken related to one's professional development, or advanced study with recognized specialists in one's field

Masterclasses with members of major orchestras:

**Cleveland Orchestra
Berlin Philharmonic
Chicago Symphony
St. Paul Chamber Orchestra
Philadelphia Orchestra**

Masterclasses with faculty at other major educational institutions:

**Paris Conservatory
Michigan State University
Lawrence Conservatory
Eastman School of Music
Louisiana State University
DePaul University**

- 2. Scholarly/Creative/Performing Activity: Because the School of Music recognizes its obligation to promote excellence in musical performance and to contribute to the growth of musical knowledge, all persons appointed to the rank of Assistant Professor must demonstrate commitment to and ability in musical scholarship, creative achievement, and/or performance. Music faculty engage in a diversity of creative/scholarly activities. Some of these activities might include:
 - a. evidence of the "scholarship of teaching"

Evidence of attending school, college and university-wide workshops and seminar on the scholarship of teaching (ITL, College Fine and Applied Arts sponsored workshop with Peter Seldin)

- b. publication in field-related journals

**Journal of the American Musicological Society
Journal of the College Music Society
Journal of the International Double Reed Society
The American Organist
Bulletin of the American Music Society (Sonneck Society)
The Tracker (Journal of the Organ Historical Society)
Journal of the National Association of College Wind and Percussion
Instructors
Women of Note Quarterly
Journal of Singing
Journal of Voice**

School of Music
Merit Sample Criteria

TRIAD

Journal of Research in Music Education

The Journal of the Council of Research in Music Education

Music Educators Journal

- c. active membership in related professional organizations

International Clarinet Association

College Music Society

International Double Reed Society

MENC (The National Association for Music Education)

OMEA (The Ohio Music Education Association)

ACDA (American Choral Directors Association)

Orff

Kodaly

ABA (American Bandmasters Association)

NBA (National Band Association)

ASBDA (American School Band Directors Association)

International Trumpet Guild

International Association of Jazz Educators

Percussive Arts Society

MTNA (Music Teachers National Association)

- d. attendance at related conferences at the area, state, regional, and/or national level

Most of the organizations listed under “c” also hold state, regional, and national conferences...

American Musicological Society

College Music Society

American Guild of Organists

The International Double Reed Society

The National Conference of the National Association of Teachers of Singing

The Winter Workshop of the National Association of Teachers of Singing

The Canadian Voice Care Foundation International Symposium

MENC State, Division, and National Conferences

OMEA State Professional Conference

- e. participating as a panel member in programs of professional organizations
f. unpublished research reports
g. new, unpublished compositions, performed locally and/or on campus
h. performances of previously composed works both on and off campus

Following are examples of the kinds of performance activities at this level:

- a. active memberships in professional organization (**above**)

**School of Music
Merit Sample Criteria**

- b. attendance at conferences at the area, state, regional, and/or national level
(Above)
- c. demonstrated capability and willingness to conduct or to perform on campus as a soloist and/or in an ensemble with colleagues

Solo faculty recitals

Paragon, Solaris, Akropolis, Iron Toys , Jazz Combo faculty ensembles

Kulas Concert Series Programs

- d. demonstrated performance/conducting ability of high quality, with evidence of continued artistic growth and local recognition

Invitations to conduct honors ensembles.

- e. wide knowledge of the literature for one's instrument/voice/ensemble, demonstrated through varied recital and concert programs

Pre-concert lectures for groups such as:

Tuesday Musical Club

Cleveland Orchestra

Akron Symphony

Kulas Recital Series

Trinity Organ Recital Series

- f. favorable printed reviews by qualified critics

Reviews for Akron Symphony Orchestra performances by Elaine Guregian of the Akron Beacon Journal, Don Rosenburg of the Cleveland Plain Dealer

- 3. Service: All persons appointed to the rank of Assistant Professor must be willing to assume responsibility for appropriate service to the School of Music, the College of Fine and Applied Arts, and the University. Evidence of the quality of service normally expected at this level might include, but is not limited to, the following:
 - a. advising student organizations

Kappa Kappa Psi

OCMEA

SNATS

Tau Beta

ACDA

NEOFA

NEOCA

Student Double Reed Society

Student Guitar Society

**School of Music
Merit Sample Criteria**

- b. recruiting, if applicable

Maintain appropriate contacts with sources of pools of potential undergraduate and graduate students

Develop and participate in recruiting events both on and off campus

Participant Music Careers Day

Build and Maintain an area alumni mailing list and newsletter

- c. membership on School, College, or University committees

Search Committees

Curriculum Committee

Advisory Committees to the Director, Dean, Provost, and President

Faculty Planning Committee

Faculty Development Committee

By-Laws Revision Committee

Appeals Committees

College Promotion and Tenure Committee

Faculty Senate

- d. participating in School of Music auditions, if applicable
- e. working in various capacities with community groups

Weathervane Theater

- f. directing, membership in, or performance with a church choir or other community musical group or organization
- g. adjudicating music contests or festivals

OMEA Adjudicated Events

DCI

Classic Music Festivals

American Violin Society Contest

International Steel Band Festival

- h. giving clinics, recitals or workshops at area high schools

All-State Sectionals, Auditions, Coordinators

B. Associate Professor: Standards and Expectations

Associate Professor is a senior rank. Above and beyond the requirements for Assistant Professor, persons holding this rank normally have demonstrated a high level of teaching at both the undergraduate and graduate levels; will show evidence of emerging professional recognition on a **regional level** in their

**School of Music
Merit Sample Criteria**

respective areas of specialization; and will have made substantial service contributions to the School of Music, the College of Fine and Applied Arts, and/or the University. **Items listed above for assistant professor should be considered once again in the associate professor category. Frequency of evidence may increase and the participation should be branching beyond the local and state levels.**

1. Teaching: Faculty at the rank of Associate Professor will have established a record of continued and sustained excellence as a teacher through exemplary fulfillment of all teaching obligations, a demonstrated ability to organize and communicate the subject matter effectively, and maintained an up-to-date knowledge of the subject. In addition, faculty at this rank will have demonstrated a mastery of at least one graduate subject. Following are examples of the kinds of evidence that might be presented to document the quality of teaching expected at this level:
 - a. positive evaluation by peers and students at the undergraduate and graduate levels

Student faculty evaluations should generally be at or above the mean for the area and school.

- b. effective use of teaching supplements, such as guest lecturers, field trips, and newer technologies

Use of “clicker” technology in the classroom

Use of innovative teaching technologies and software (Band in a Box, Smartmusic)

Use of “Technology-enhanced Classrooms”

Development of Class/Instructor Webpages

- c. presentations in one’s specialty area to groups within the University, outside of the School of Music
 - d. development and use of new methodologies or educational concepts, innovative instructional techniques, and/or original text materials
 - e. development and teaching of new courses

Develop and Teach New Summer Workshops for Music Educators

- f. guest lectures at other institutions within the state or region
 - g. receipt of awards for teaching excellence
 - h. direction of theses/graduate recitals
2. Scholarly/Creative/Performing Activity: Faculty at the rank of Associate Professor will have a record of significant scholarly, creative, and/or performing contributions to the field. These contributions will have been recognized as significant beyond the University community as judged by

**School of Music
Merit Sample Criteria**

fellow scholars or professionals. Music faculty engage in diverse creative/scholarly activities. Some of these activities might include:

- a. evidence of the “scholarship of teaching”
- b. participation in programs at professional conferences at the local, state, and/or regional level – as lecturer, moderator, or through performance of one’s compositions

OMEA

Mid-West Band and Orchestra Clinic – Chicago

Guitar Foundation of America

ECU Guitar Festival

Lake Tahoe Guitar Festival

- c. performance of one’s compositions at other educational or cultural institutions within the state or region.
- d. publication of research in regionally-recognized journals and proceedings of professional societies (note if referred)
- e. authorship of book chapters
- f. outside citation or other recognition of research activities
- g. publication of original compositions

Ludwig Publishers

National Music Publishers

Carl Fisher Publications

- h. manuscript reviews for commercial publishers
- i. awards of grants, commissions, or prizes

University Faculty Research Grants

University Summer Fellowships

- j. conducting workshops or coaching in high school music programs for music educators

Following are examples of the kinds of performance activities expected at this level:

- a. continued on-campus solo and ensemble recitals demonstrating a thorough technical mastery and mature musical understanding
- b. continued addition of new repertory
- c. solo and ensemble performances on programs at state or regional meetings of professional societies

**School of Music
Merit Sample Criteria**

Solo alone, solo with ensemble, invitation for student ensemble to perform at conferences listed above.

Marching Band Performance at Bowl Games and Professional Sporting Events

- d. performance as conductor, soloist, or as a member of an ensemble at other institutions in the state or region
- e. holding a seat in a professional orchestra, or holding a post as conductor of such an ensemble at other educational or cultural institutions in the state or region

Cleveland Jazz Orchestra

Cleveland Playhouse Square Productions

- f. favorable printed reviews in newspapers within the state or regional
 - g. awards, prizes, or honors earned in performance or conducting
 - h. research grants applied for and/or granted in the field of conducting, performance, and/or performance practice
 - i. presentation of concerts, recitals, or workshops in high school music programs
3. Service: Faculty at the rank of Associate Professor will have provided evidence of continued service to the School of Music, and/or the College of Fine and Applied Arts, and the University. Evidence of community service and activity in professional organizations related to one's area of specialization is also desirable. However, it should be understood that service activities of any nature will not be a substitute for excellence in teaching and scholarly, creative or performing activity as described above. It is further recognized that the nature of service activities may vary, depending on the area of one's specialization, ancillary skills, and interests. Evidence of the quality of service expected at this level might include:
- a. student advising
 - b. recruiting, if applicable

**Production of Recruiting Cds of Studio/Student Ensemble Performances
Coordinate Music Careers Day**

- c. membership and chairmanship of School, College, or University committees

School of Music Faculty Secretary

- d. participating in School of Music auditions, if applicable
- e. organization of research conferences, festivals, and workshops

School of Music
Merit Sample Criteria

Tuba Christmas
OBDC (Ohio Band Directors' Conference)
Akron Choral Festival
Jazzfest

- f. serving as a Coordinator of any of the three area of the School of Music or as a Section Chair
- g. participation in evaluations by accreditation associations

Member of School NASM Self-Study Committee
NASM Accreditation Visiting Team Member

- h. acting as a consultant in one's area of specialization in a way that will advance the mission/reputation of the School of Music and/or University

A. Professor: Standards and Expectations

Professor is the most senior of the professional ranks. Above and beyond the requirements for Associate Professor, persons holding this rank normally will have demonstrated the highest level of teaching at both the undergraduate and graduate levels, which may include the direction of theses/graduate recitals; will have achieved **national** recognition as respected pedagogues, scholars, composers, or performers in their respective areas of specialization; and will have made contributions of the highest order to the School of Music, the College of Fine and Applied Arts, and/or the University. **Items listed above for assistant and associate professor should be considered once again in the professor category. Frequency of evidence may increase and the participation should be branching beyond the local, state and regional levels.**

- 1. **Teaching:** Faculty at the rank of Professor will have established a record of superior accomplishment as a teacher, and have achieved graduate faculty status. Following are some examples of the kinds of evidence that might be presented to document the quality of teaching expected at this level:
 - a. highest evaluation by peers and students at the undergraduate and graduate levels

Student faculty evaluations should be at and below (positive) the area and school mean.

- b. invited guest lectures/clinics at other colleges and universities beyond the state or region

Present Masterclasses:

**School of Music
Merit Sample Criteria**

**Northwestern University, Evanston, IL
The Cincinnati Conservatory of Music, Cincinnati, OH
The Ohio State University, Columbus, OH
Feng-Shu Catholic University, Taipei, Taiwan
Normal University, Taipei, Taiwan, January 4, 2003
Xi'an International Clarinet and Saxophone Festival, Xi'an, China
Eastern Kentucky University
Western Michigan University
Delta State University Clarinet Symposium
Vandercook College of Music – Chicago
Interlochen Arts Academy
Cleveland Institute of Music**

- c. publication of new teaching methodologies or other pedagogical material
- d. receipt of awards for teaching excellence

**ABA (American Bandmasters Association)
ASBDA (American School Band Directors Association)
OMEA Distinguished Service Award
University Distinguished Professor Award**

- e. direction of theses/graduate recitals
- f. outstanding performances by former students in their professional endeavors or in graduate study

**Students performing with Akron Symphony orchestra as members or soloists.
Students winning NATS and Tuesday Musical Scholarships
Cleveland Opera
New York City Opera
US Military Bands**

- 2. Scholarly/Creative/Performing Activity: Faculty at the rank of Professor will have sustained a record of superior scholarly, creative, and/or performing contributions to the field. Moreover, recognition of these contributions will normally be national in scope. Music faculty engage in a diversity of creative/scholarly activities. Some of these activities might include:
 - a. evidence of the “scholarship of teaching” at the highest level
 - b. continued participation in programs at professional conferences at the local, state, regional, and national level
 - c. an extensive record of performances of one’s compositions at other institutions, educational and/or cultural, beyond the state or region

Jacksonville Symphony

**School of Music
Merit Sample Criteria**

**Cleveland Orchestra
Xian International Festival
International Clarifest, Tokyo
International Double Bass Convention**

- d. continued composition and/or publication of original compositions
- e. inclusion of one's compositions on a commercial recording
- f. public broadcast of one's compositions
- g. reviewing and/or editing journals in the field
- h. publication of articles in nationally-recognized journals within the field (note if referred)
- i. authoring or co-authoring a textbook, manual, or chapters of a book in one's area of specialization
- j. receipt of fellowships, grants, commissions, or editorships of nationally-recognized journals
- k. service on scholarly press editorial or advisory boards

Following are examples of the kinds of performance activities expected at this level:

Soloist with the University of Akron Symphony Orchestra, Concert Bands or Jazz Ensembles

**Principal Posts, Akron Symphony Orchestra, Canton Symphony Orchestra
Member/ Principal Posts Blossom Festival Orchestra, Blossom Music Festival
The Cleveland Orchestra, Blossom Music Festival
Principal Clarinet, Blossom Festival Orchestra, Blossom Music Festival
Member/Principal Blossom Festival Band, Blossom Music Festival
Solaris Quintet Recital, St. Paul's Cathedral, Cleveland
Solaris Quintet, Recital, Northwestern University, Evanston, IL
Akron New Music Festival, Guzzetta Recital Hall
Principal Clarinet, Akron Symphony Orchestra, Classic Subscription VI, EJ
Solaris Quintet, Recital, Cincinnati Conservatory of Music, Cincinnati, OH
Soloist with the Akron Youth Symphony Orchestra
Soloist with Akron, Canton Symphony Orchestras
Chamber Recital, Cleveland Composer's Guild Recital Series
Solo Recital and Five Quintet Concerts, Tour of Tuscany, Italy, with Solaris Quintet
Ohio Shakespear Festival**

- a. continued on-campus recitals demonstrating thorough technical mastery and mature musical understanding
- b. continued addition of new repertory
- c. innovative performances, including premiere performances and new ensemble combinations
- d. solo and/or ensemble performances at colleges or universities beyond the region

**School of Music
Merit Sample Criteria**

- e. performances on programs of professional society conferences
- f. performances at major national and/or international festivals

Manchester Music Festival
Festival of Winds – Tennessee Tech University
All-Star Music Festivals – Florida
Augustana Band Festival – South Dakota
European Choral Festival Austria, Germany and France

- g. holding principal or associate principal chairs in professional orchestras or other professional performing groups, or holding a post as a conductor of such an ensemble

Akron Symphony Orchestra
Canton Symphony
Conductor Freedom Brass Band
Cleveland Orchestra Children's Chorus
Richmond (IL) Symphony
VOCI (Canton)
Berlin Chamber Orchestra
Packard Band

- h. awards, prizes, or other recognition in major national and/or international competitions

The Olympic Order
Election to ABA (American Bandmasters Association)
Election to ASBDA

- i. performances with nationally-recognized performing organizations

Substitute -The Cleveland Orchestra
Blossom Festival Band
Blossom Festival Orchestra

- j. outstanding printed reviews
- k. commercial recordings of solo and/or ensemble performances

Albany Records
Concert Masters
New Tertian Recordings
Capstone Records
LeFAudio
ViaMedia A/V Productions, Inc.

**School of Music
Merit Sample Criteria**

3. Service: Faculty at the rank of Professor will have provided evidence of outstanding and continued service to the School of Music, and/or the College of Fine and Applied Arts, and the University. The nature of such service should suggest that the person is regarded by faculty and administration as a leader among his/her peers, capable of making responsible policy decisions, and playing a significant role in the School of Music, College, and University matters. However, it should be understood that service activities of any nature will not be substituted for excellence in teaching and scholarly, creative, or performance activity as described above. It is further recognized that the nature of service activities may vary, depending on the area of one's specialization, ancillary skills, and interests. Evidence of the quality of service expected at this level may include, but is not limited to, the following:
- a. service on major standing committees or other bodies within the School of Music, College of Fine and Applied Arts, and/or the University, as a member or chair
 - b. leadership roles in major School of Music undertakings
 - c. offices held or official functions performed in regional, state, and/or national professional organizations

**Serving as major music professional group conference chair:
OMEA Regional or State Office Holder
International Trumpet Guild
Ohio Music Education Association
National Flute Association
American New Arts Festival**

- d. recruiting, if applicable, resulting in the development of an outstanding studio

Coach chamber music groups beyond the 2 for which load credit is assigned

- e. activity with local or state organizations, agencies, councils, or advisory boards

**The Akron Symphony (search committees; audition committees; Players Committee, etc.)
Community organizations such as the various civic boards that hire and/or distribute funds to arts related organizations.
Tuesday Musical
Akron Area Arts Alliance
GAMA
Ohio Board of Regents Committees and Subcommittees
Cleveland Arts Prize Adjudicator**

School of Muisc
Merit Sample Criteria

General – If a faculty member is performing or producing at a level beyond the expectations of their current rank, then that member should be considered for exceptional merit. For example, an assistant professor that is invited to present or perform at a national or international event is producing beyond the normal expectations of rank and should be appropriately rewarded.

WKG – 11/8/06