

SECTION XI FACULTY EVALUATION

All full-time faculty members are subject to evaluation. An academic unit may also evaluate part-time and other faculty members. Evaluation of administrative performance of faculty members is described in the Manual of Policies and Procedures, Policy 1307.

The purpose of evaluation of faculty at JMU is to promote professionalism, to encourage performance at the highest levels and to indicate areas in which improvement is needed. Evaluations are also used in making personnel decisions, including allocation of merit pay increases, continuation of employment and initiation of post-tenure review.

Academic unit heads will conduct regular and systematic evaluations of faculty members in the academic unit. Evaluations support a variety of decisions including those affecting tenure and promotion. There are three types of evaluations:

1. The initial evaluation shall be conducted at the beginning of a new faculty member's second full semester at JMU. The initial evaluation becomes a matter of college record and is filed in the dean's office.
2. Annual evaluations of all faculty members shall be conducted after the conclusion of each academic year. Annual evaluations become a matter of the academic unit's record and are filed in the academic unit office.
3. Comprehensive evaluations include the third-year evaluation and the promotion and tenure evaluation, and are conducted in addition to the annual evaluation. They become a matter of the college's record and are filed in the office of the dean.

Copies of all evaluations shall be maintained in a faculty member's file. For more details see the JMU Faculty Handbook, Section III.G. a faculty member may examine his or her personnel files wherever they are kept.

Initial Evaluation

When new faculty members join the School of Music faculty, the school Director will explain their teaching, professional and service responsibilities. The new faculty members will be told that an official evaluation will be conducted at the beginning of the second semester of their first year. This evaluation will include a school Director evaluation and a formal evaluation initiated by the school Personnel Advisory Committee. Candidates will be asked to submit to the PAC and Director a short vita, a brief summary of accomplishments and activities covering the previous fall semester to the present, and a current copy of their classroom/studio/ensemble teaching schedule. The summary of accomplishments and activities should be organized using the outline of promotion and tenure criteria found in SECTION XIV, pages 35ff. In addition, student evaluations for the fall semester should be in the school of Music Office files and available to either the PAC or the Director. The PAC will call for written peer evaluations to assist in the review process, and members of the committee will observe candidates in the classroom/studio/ensemble rehearsal. For more information see the JMU Faculty Handbook, Section III.E.3.

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Third-Year Evaluation

The School of Music PAC and the school Director conduct third-year evaluations for each tenure-track and RTA faculty member. This evaluation occurs during the spring semester of a faculty member's third year of employment. The procedures for this evaluation will follow those in the initial evaluation. If the faculty member's third-year evaluation is satisfactory, the next official evaluation is made on the occasion of eligibility for promotion or tenure. Annual evaluations by the school Director will continue to occur. If the third-year evaluation of the

faculty member does not indicate satisfactory performance, official evaluations by the PAC will continue until the faculty member obtains adequate evaluations or employment is terminated.

Annual Evaluations

Annual evaluations of all full-time faculty are conducted by the school Director. In the spring semester, faculty will complete and submit an annual service report to the school Director for review and evaluation purposes. (See Section XI: Annual Service Report). The Director will give each faculty member a written evaluation prior to an evaluation conference. The conference will provide an opportunity to discuss the faculty member's performance and professional needs and contributions as perceived by both the faculty member and the school Director.

Comprehensive Evaluations

Promotion and Tenure Evaluations: Comprehensive evaluations will include student, peer, school Director, and PAC evaluations. (See Faculty Handbook, Section III.E.5: Promotion and section III.E.6: Tenure.

In all PAC evaluations, faculty members in the academic area of the faculty member being evaluated are required to submit written evaluations. Additionally, the full faculty is invited to submit written peer evaluations. Forms are distributed electronically by the Chair of the PAC and available online at the School of Music Faculty website on Blackboard

Peer evaluation confidentiality is extremely important. Faculty members have the option of withholding their evaluations from the SOM Director by checking a box at the top of the form. To prevent fraudulent or multiple submissions, anonymous peer evaluations must be submitted to the Chair of the PAC in an envelope indicating the name of the author (the Chair will withhold the identity of the author).

Once the evaluation process has been completed, and after the possibility of appeal, peer evaluation forms will be shredded.

In accordance with the JMU Faculty Handbook, the PAC and Director may consult during the course of faculty evaluations. The PAC will share peer evaluations and teaching observations with the Director. Where colleagues have opted not to have their written evaluations made available to the Director, the PAC will summarize the evaluations in a way that maintains the confidentiality of the authors. Although information may be shared between the Director and the PAC, their final evaluations shall remain independent.

SECTION XII

ANNUAL SERVICE REPORT and ANTICIPATED ACTIVITY PLAN

All full-time faculty are required to complete and submit an Annual Service Report and Anticipated Activity Plan to the Director by June 1st. The Annual Service Report covers June-May of the past academic year. The Anticipated Activity Plan covers the period from June-May of the coming year. The Annual Service Report will be used by the Director in completing annual evaluations and in making merit pay decisions. The merit pay formula is given in SECTION XIII-MERIT PAY FORMULA. Although annual evaluations are a matter of school record only, they are used during promotion and tenure review.

The format for both annual accomplishments and anticipated activity will include the three areas used in the evaluation process: Teaching, Scholarly Achievement/Professional Qualifications, and Professional Service. The Anticipated Activity Report form is available on the SOM Blackboard web page.

An outline of the Annual Service Report is available as a Word document on the SOM Blackboard web page. The content outline for the Annual Service report is the same as for Promotion and Tenure, but is copied here for clarity.

Outline for the Annual Service Report

All the items listed as satisfactory also may be judged as evidence of excellent or exceptional performance if, according to the evidence presented by the candidate, the Director determines that they are above satisfactory in quality and quantity.

I. TEACHING

A. The following items, where appropriate, indicate satisfactory performance in teaching.

1. Keeps abreast of developments in individual field and reflects these developments in teaching.
2. Responds appropriately to student evaluations.
3. Demonstrates willingness and ability to work effectively, ethically and constructively with other faculty and staff members for the advancement of students, the SOM, and the University.
4. Responds appropriately to the director's evaluations.
5. Meets classes as scheduled and teaches appropriate and well- prepared material according to catalogue description.
6. Demonstrates accessibility to students outside of class, as illustrated by scheduling office hours in accordance with school policy.
7. Demonstrates effective academic advising.

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B. The following items, where appropriate, indicate excellent performance in teaching.

1. Originates courses and/or curricula that add depth to the program.
2. Provides major and innovative revision to course material. Receives JMU or external grants for instructional development.
3. Directs honors projects, internships, or independent study projects.
4. Demonstrates superior teaching through success of present and former students

C. The following items, organized by area, may also be appropriate for evaluation of excellent teaching.

1. Studio Applied Teachers

- a. Coaches students who win or place in musical competitions of non-local organizations.
- b. Works to prepare students for auditions, competitions and other performance opportunities outside the university curriculum.
- c. Conducts or is invited to conduct master classes or clinics in their major area for organizations outside the university.

2. Classroom Teachers

- a. Prepares students for successful completion of entrance examinations for major graduate schools. Documentation is invited.
- b. Uses outside resources and instructional alternatives such as guest speakers and field trips when appropriate and available.
- c. Assists students in getting scholarly articles, musical compositions and arrangements published, or in submitting winning compositions in competitions.

3. Ensemble Directors

- a. Ensembles invited (whether or not budget actually

allows said performances to take place) to perform at regional or national conferences and conventions.

b. Ensembles win or place in competitions, or receive awards.

D. Other items relevant to teaching.

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II. SCHOLARLY ACHIEVEMENT AND PROFESSIONAL QUALIFICATIONS

A. The following items, where appropriate, indicate satisfactory performance in Scholarly Achievement and Professional Qualifications Requirements:

1. Additional study, such as course work, private applied study with acknowledged master teachers, attendance and/or participation in master classes, clinics, and conferences

2. Scholarly presentations and performances on and off campus as a speaker, conductor, soloist, ensemble member, panelist, clinician, consultant, operatic stage director, or as director of a workshop or institute.

B. The following additional items, organized by areas, may also indicate satisfactory performance in Scholarly Achievement and Professional Qualifications:

1. Studio Applied Teachers

a. Appears on campus at least one time per year as a principal performer in a solo or duo recital using some music previously not performed by the candidate.

b. Appears on campus on the average of one time per year as a member of a faculty ensemble or as a guest artist in a major student ensemble performance, or as an assistant in another faculty or student recital or performance.

c. Appears in recitals or concerts or other performances off-campus of a non-professional or semi-professional nature.

2. Classroom Teachers

a. Publishes as author, co-author, or editor of articles or reviews in professional journals.

b. Publishes, performs, and/or receives commissions of musical compositions or arrangements.

3. Ensemble Directors

a. Appears in recitals concerts or other performances off-campus of a non-professional or semi-professional nature.

b. Conducts or is invited to conduct regional, all-state, or other select ensembles, or serves as an ensemble clinician.

C. The following items, where appropriate, indicate excellent performance in Scholarly Achievement and Professional Qualifications.

1. Study beyond the appropriate degree in a formal program with the intent of earning an additional degree or certificate.

2. Completion of a degree beyond the appropriate degree.

3. Study of an informal nature or professional experience of exceptional quality.

4. Presentations and performances as in A 3 above, of outstanding quality, especially those that receive national or international recognition.

5. Publication as an author, co-author or editor of books, chapters in books, monographs, entries in major reference works, articles in refereed scholarly journals, and/or other important works.

6. Research: the conduct of research contribution to the state of knowledge in the faculty member's field of specialization.

7. Winning of prizes, fellowships, or other recognition.

8. Performance of, composition for, or production of sound recordings for commercial distribution or non-local broadcast.

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9. Evaluations of prospective publications.

D. Other items relevant to scholarly achievement and professional qualifications.

The criteria for promotion and tenure listed above are not intended to be applied exclusively to any one area. Thus a musical performance can be counted as evidence of Scholarly Achievement and Professional Qualification for classroom teachers and ensemble directors, scholarly research and publication in academic areas of music for applied teachers and ensemble directors, and publication and/or performance of musical compositions for applied teachers and ensemble directors.

III. PROFESSIONAL SERVICE

A. The following items, where appropriate, are indicative of satisfactory (or excellent, see B 1) performance in the area of Professional Service.

1. Adjudicating and consulting services.
2. Utilization of the professional abilities and expertise of the candidate on behalf of continuing education and/or community services.
3. Effective service on committees of the SOM, College of Visual and Performing Arts and/or the University and participation in meetings and other official activities of the school in its curricular or non-curricular activities.
4. Effective service as a faculty advisor to student organizations and ensembles other than those directly related to the teaching duties of the candidate.
5. Effective service as an area coordinator, director, coordinator of inter-area or other supervisory/administrative duties.
6. Appearances on campus, beyond the normal responsibilities of the candidate.
7. Recruiting and attracting students.
8. Fundraising, grant writing, or public relations on behalf of the School, College, or University
9. Assume extra teaching assignments above and beyond the normal workload

B. The following items, where appropriate, are indicative of excellent performance in the area of Professional Service.

1. Effective service as chairman or otherwise leader of committees or other official activities of the SOM, College of Visual and Performing Arts, and the University.
2. Service as an officer in professional associations outside the university

C. Other items relevant to service.

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SECTION XIII

MERIT PAY FORMULA

Each of the three annual evaluation categories is assigned one of the following scores:

Exceptional 3

Excellent 2

Satisfactory 1

Unsatisfactory 0

Unless otherwise agreed upon as part the faculty member's projection for the year, the scores in each category are weighted with multipliers as follows:

Teaching .5

Research/Creative activity .25

Service .25

Each of the three annual evaluation category scores is then multiplied with the proper coefficient, and the three numbers then added together to get a final score. In the past, this has yielded a range of final scores from 1.5 to 2.75.

All the final scores are added together, and divided into the total amount of money available. This result is X. Each person's merit raise is then found by multiplying X by his/her final score.

Example 1: Prof. Smith receives "excellent" in teaching and research/creative activity, and "exceptional" in service. Her score = $.5 \times 2 + .25 \times 2 + .25 \times 3 = 2.25$.

The total of everyone's scores is 90, and the total amount available is \$80,000. X will then equal \$888.88. Smith's total raise will be 2.25 times X, = \$2000

Example 2: Prof. Jones receives the same scores, but she negotiated coefficients of .6, .3, and .1, respectively. Her score = $.6 \times 2 + .3 \times 2 + .1 \times 3 = 2.1$. Jones' raise is 2.1 times X, = \$1866.65

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SECTION XIV

CRITERIA FOR PROMOTION AND TENURE

These criteria and procedures shall serve as guidelines for the Director and the Personnel Advisory Committee (PAC) of the School of Music in making recommendations for appointment to the faculty, for promotion, and tenure. It shall be the policy of the School of Music that the faculty shall consist of the most highly qualified persons obtainable.

Nothing in these guidelines shall be construed so as to prevent the Director of the school and the PAC from acting, within University policies, in pursuit of this objective.

This document is based in part on the regulations and policies stated in the JMU Faculty Handbook and policy directives of the Vice President for Academic Affairs. These sources should be consulted for additional pertinent regulations and for more complete information

concerning the policies discussed here.

For Tenure Procedures, refer to section III.E.6. of the JMU Faculty Handbook

For Promotion Procedures, refer to Section III.E.5. of the JMU Faculty Handbook

It is to the advantage of the candidate to submit materials to PAC and Director as early in the semester as possible. The format for submission to the PAC is as follows:

- A cover sheet
- A cover letter
- A current curriculum vitae
- An outline addressing each item under the categories of Teaching, Scholarly Achievement and Professional Qualifications, and Professional Service, as set forth in this handbook
- Notebooks of supporting documentation (see pages 38-39)
- Letters of recommendation from outside the university

Outside letters of recommendation are required and should be addressed directly to the chair of the PAC. The PAC recommends six to ten letters, with emphasis on the quality and

reputation of the recommenders, rather than the quantity of letters. Candidates should also plan for their teaching to be observed early in the semester of application.

The dean may request a slightly different, shorter format that can be gathered from the initial application, once the PAC and Director have completed their evaluations.

Faculty Promotions

Promotions of faculty members will be determined by merit regardless of distribution of faculty within the rank within a school. Before members of the teaching faculty can be promoted, they must have demonstrated competency in teaching and normally should have

completed five years in rank at JMU. Though length of service may be given consideration, it is not sufficient basis for recommendation for promotion.

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Promotion Standards: Teaching, scholarly achievement and professional qualifications, and professional service are the bases for evaluating candidates for promotion. In each of these areas, the faculty member shall be evaluated as excellent, satisfactory or unsatisfactory. In the evaluation of faculty members being considered for promotion, the following standards apply:

- Assistant Professor - satisfactory ratings in all areas are required for promotion to assistant professor.
- Associate Professor - an excellent rating in one area and satisfactory ratings in the others are required for promotion to associate professor.
- Professor - excellent ratings in two areas, one of which must be teaching, and a satisfactory rating in the other are required for promotion to professor.

Tenure

Tenure is intended to protect academic freedom, provide a reasonable measure of employment security and enable the university to retain a permanent faculty of distinction. The Board of Visitors is the only authority that can award tenure or make a commitment that promises tenure.

The agreed probationary period preceding consideration for tenure shall be stated in the initial employment contract of a tenure-track appointment. The maximum probationary period is seven years. Applications made prior to the penultimate year of the probationary period may be considered but will receive favorable review only upon presentation of compelling evidence of accomplishment by the faculty member.

The faculty member and the school director may agree to suspend the running of the probationary period for a specific period of time under appropriate circumstances and with the approval of the dean. Faculty members on less than a seven-year probation may, by agreement with the school director and with the approval of the dean, have the probationary period extended to a maximum of seven years.

The award of tenure is based on the qualifications, performance and conduct of individual faculty members and the long-term needs, objectives and missions of the school, college and

university. Applications for tenure will be supported by an exhaustive evaluation as well as by informal means. To be awarded tenure, the faculty member must meet performance and conduct standards required for promotion to associate professor and should

enhance the academic environment of the academic unit and the university. Tenure may be denied on any legitimate grounds including the lack of need for a faculty member in the school or academic specialization, program reduction or elimination, financial exigency,

or conduct. Teaching, scholarly achievement and professional qualifications, and professional service shall be used in evaluating the performance of a candidate for tenure.

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Tenure Standards

The School of Music's standards for recommending a faculty member for tenure are an excellent rating in one of the categories and at least satisfactory ratings in the remaining two categories.

Criteria for Promotion and Tenure

Recommendations for promotion and for tenure shall be based on the record of the faculty member in (a) teaching, (b) scholarly achievement and professional qualifications, and (c) professional service.

Teaching represents the most important single function of the School of Music. Enthusiasm for teaching and the ability to stimulate students to achieve at the highest level

possible are important attributes of the faculty member.

Scholarly achievement and professional qualifications may include any of a wide variety of activities, depending upon the field of specialization and the interests of the faculty member, It is expected that each member of the faculty will pursue research or professional activities appropriate to his or her field of specialization and will achieve recognition among his or her peers in one or more such fields of activity.

Professional service refers to activities that utilize the professional experience of the faculty member. Each member of the faculty is encouraged to render a reasonable amount of service to the School of Music, to the College of Visual and Performing Arts, to the University and to the public at large.

In addition, faculty members will be evaluated on their willingness and ability to work effectively, ethically and constructively with other faculty and staff members for the advancement of students, the School of Music, and the University.

It is not expected that a faculty member will engage in all of the activities listed under any category. Neither is it expected that a faculty member will be equally active in each of the three categories. The question of what constitutes an appropriate balance for a given faculty member should be discussed with the director before the evaluation process begins. As necessary for a complete study of information, the PAC may invite limited participation of the director of the School of Music during the deliberation part of the evaluation of the candidate. PAC minutes will be distributed only to the committee. The PAC will make an independent recommendation on the candidate's application. This independent recommendation will be passed directly to the dean. All deliberations of the PAC including review of peer evaluations will remain confidential. Each individual case will be considered on its own merits without comparison to any other faculty member. The quality of contributions is of greater importance than the quantity. For each of these criteria an individual or faculty member will be rated at one of the three levels: excellent, satisfactory, or unsatisfactory. It is recognized that amount and diversity of professional responsibilities affect performance under all three standards. All the items listed as satisfactory also may be judged as evidence of excellent performance if, according to the evidence presented by the candidate, the PAC determines that they are above satisfactory in quality and quantity.

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The criteria are as follows:

I. TEACHING

A. The following items, where appropriate, indicate satisfactory performance in teaching.

1. Keeps abreast of developments in individual field and reflects these developments in teaching.
2. Responds appropriately to student evaluations. Faculty should include evidence of response in their credentials.
3. Receives positive peer evaluations.
4. Demonstrates willingness and ability to work effectively,

ethically and constructively with other faculty and staff members for the advancement of students, the SOM, and the University.

5. Responds appropriately to the director's evaluations.

Appropriate responses may include evidence of change stemming from the evaluation or an attached statement satisfactorily addressing points of disagreement.

6. Receives positive evaluations from PAC observations.

7. Meets classes as scheduled and teaches appropriate and well- prepared material according to catalogue description.

8. Demonstrates accessibility to students outside of class, as illustrated by scheduling office hours in accordance with school policy.

9. Demonstrates effective academic advising.

B. The following items, where appropriate, indicate excellent performance in teaching.

1. Originates courses and/or curricula that add depth to the program.

2. Provides major and innovative revision to course material. Receives JMU or external grants for instructional development.

3. Directs honors projects, internships, or independent study projects.

4. Demonstrates superior teaching through success of present and former students

C. The following items, organized by area, may also be appropriate for evaluation of excellent teaching.

1. Studio Applied Teachers

a. Coaches students who win or place in musical competitions of non- local organizations.

b. Works to prepare students for auditions, competitions and other performance opportunities outside the university curriculum.

c. Conducts or is invited to conduct master classes or clinics in their major area for organizations outside the university.

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2. Classroom Teachers

a. Prepares students for successful completion of entrance examinations for major graduate schools.

Documentation is invited.

b. Uses outside resources and instructional alternatives such as guest speakers and field trips when appropriate and available.

c. Assists students in getting scholarly articles, musical compositions and arrangements published, or in submitting winning compositions in competitions.

3. Ensemble Directors

a. Ensembles invited (whether or not budget actually allows said performances to take place) to perform at regional or national conferences and conventions.

b. Ensembles win or place in competitions, or receive awards.

D. Other items relevant to teaching.

II. SCHOLARLY ACHIEVEMENT AND PROFESSIONAL QUALIFICATIONS

A. The following items, where appropriate, indicate satisfactory performance in Scholarly Achievement and Professional Qualifications Requirements:

1. The School of Music PAC will evaluate the appropriateness of the degree

title(s) and evaluate the master's or doctor's degree program format and content.

2. Additional study, such as course work, private applied study with acknowledged master teachers, attendance and/or participation in master classes, clinics, and conferences

3. Scholarly presentations and performances on and off campus as a speaker, conductor, soloist, ensemble member, panelist, clinician, consultant, operatic stage director, or as director of a workshop or institute.

B. The following additional items, organized by areas, may also indicate satisfactory performance in Scholarly Achievement and Professional Qualifications:

1. Studio Applied Teachers

a. Appears on campus at least one time per year as a principal performer in a solo or duo recital using some music previously not performed by the candidate.

b. Appears on campus on the average of one time per year as a member of a faculty ensemble or as a guest artist in a major student ensemble performance, or as an assistant in another faculty or student recital or performance.

c. Appears in recitals or concerts or other performances off campus of a non-professional or semi-professional nature.

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2. Classroom Teachers

a. Publishes as author, co-author, or editor of articles or reviews in professional journals.

b. Publishes, performs, and/or receives commissions of musical compositions or arrangements.

3. Ensemble Directors

a. Appears in recitals concerts or other performances off-campus of a non-professional or semi-professional nature.

b. Conducts or is invited to conduct regional, all-state, or other select ensembles, or serves as an ensemble clinician.

C. The following items, where appropriate, indicate excellent performance in Scholarly Achievement and Professional Qualifications.

1. Study beyond the appropriate degree in a formal program with the intent of earning an additional degree or certificate.

2. Completion of a degree beyond the appropriate degree.

3. Study of informal nature or professional experience of exceptional quality.

4. Presentations and performances as in A 3 above, of outstanding quality, especially that receive national or international recognition.

5. Publication as an author, co-author or editor of books, chapters in books, monographs, entries in major reference works, articles in refereed scholarly journals, and/or other important works.

6. Research: the conduct of research contribution to the state of knowledge in the faculty member's field of specialization.

7. Winning of prizes, fellowships, or other recognition.

8. Performance of, composition for, or production of sound recordings for commercial distribution or non-local broadcast.

9. Evaluations of prospective publications.

D. Other items relevant to scholarly achievement and professional qualifications.

The criteria for promotion and tenure listed above are not intended to be applied exclusively to any one area. Thus a musical performance can be counted as evidence of Scholarly Achievement and Professional Qualification for classroom teachers and ensemble directors, scholarly research and publication in academic areas of music for applied teachers

and ensemble directors, and publication and/or performance of musical compositions for applied teachers and ensemble directors.

III. PROFESSIONAL SERVICE

A. The following items, where appropriate, are indicative of satisfactory (or excellent, see B 1) performance in the area of Professional Service.

1. Adjudicating and consulting services.
2. Utilization of the professional abilities and expertise of the candidate on behalf of continuing education and/or community services.
3. Effective service on committees of the SOM, College of Visual and Performing Arts and/or the University and participation
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in meetings and other official activities of the school in its curricular or non- curricular activities.

4. Effective service as a faculty advisor to student organizations and ensembles other than those directly related to the teaching duties of the candidate.
5. Effective service as an area coordinator, director, coordinator of inter-area or other supervisory/administrative duties.
6. Appearances on campus, beyond the normal responsibilities of the candidate.
7. Recruiting and attracting students.
8. Fundraising, grant writing, or public relations on behalf of the School, College, or University
9. Assume extra teaching assignments above and beyond the normal workload

B. The following items, where appropriate, are indicative of excellent performance in the area of Professional Service.

1. Effective service as chairman or otherwise leader of committees or other official activities of the SOM, College of Visual and Performing Arts, and the University.
2. Service as an officer in professional associations outside the university

C. Other items relevant to service.

Documentation to be placed in the notebook must include, where relevant:

1. A list of all credit courses taught, term by term, for the preceding five years or since the most recent promotion of the faculty member.
2. Documentation of teaching effectiveness (because of the central role of teaching among the objectives of the School of Music, documentation of teaching effectiveness is an important element in the resume of the faculty member). This documentation may take any of a variety of forms including, (1) teaching evaluation forms completed by a majority of students, adequately representing the period for which the candidate is to be evaluated, (2) written statements from colleagues and others qualified to comment, (3) written statements from former students, (4) information concerning the success of former students, (5) copies of examinations administered, (6) outlines, courses of study, prospectuses, reading lists, or statements of objectives, course requirements, or grading standards, (7) information concerning steps taken by the faculty member to evaluate and to improve the quality of his or her teaching, or

(8) new courses or curricula developed by the faculty member.

3. The number of students by program, for whom the faculty member has served as major advisor during the preceding five

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years or since the most recent promotion of the faculty member.

4. A list of all study undertaken by the candidate in his/her major area, both formal and informal.

5. A list of all publications, funded and unfunded research, professional associations, commissions, prizes and other awards, performances, both on and off-campus, and other evidence of creative or professional activity, research, and scholarship including publications and activities in progress.

6. A list of activities involving service to public or private agencies, educational or religious institutions, or charitable organizations during the preceding five years or since the most recent promotion of the faculty member.

7. A list of (1) students presenting undergraduate and master's recitals under the direct supervision of the faculty member, (2) students writing master's theses or compositions under the direct supervision of the faculty member, and (3) students on whose master's committees the faculty member has served.

8. If appropriate, a description or outline of a systematic program of research or professional development or activity being pursued by the faculty member. This is especially appropriate in cases where the candidate's job description has changed on a permanent basis.

9. Copies of all official evaluations conducted by the PAC and Director since the time of the last promotion, or during the entire probationary period, if the faculty member is a candidate for tenure.

10. Any other evidence concerning teaching, creative or professional activity, research, or service that the faculty member believes will be helpful to the PAC and the school director

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