

# **College of Arts & Media**

## **Department of Music & Entertainment Industry Studies:**

### **Primary Unit Criteria Reappointment, Tenure, & Promotion**

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with the Regents approved Policy 5.D.2. that was  
adopted on November 8, 2018  
and goes into  
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## **REGENT POLICY EXCERPTS**

According to the University of Colorado Board of Regents' [Standards for Tenure](#): "Tenure may be awarded only to faculty members with demonstrated meritorious performance in each of the three areas of teaching, scholarly/creative work, and service, and demonstrated excellence in either teaching, or scholarly/creative work. The process leading to award of tenure is a summary evaluation of a faculty member's cumulative performance and is a process that is separate and distinct from the annual merit performance evaluation."

(See Board of Regents Policy, [APS Number: 1022 "Standards, Processes, and Procedures for Reappointment, Tenure, Promotion, and Post-Tenure Review"](#))

(See Board of Regents changes made to Article 5 and Policy 5D. that will apply to tenure and promotion cases of all faculty hired on or after July 1, 2020. This Regent's Policy was adopted on November 8, 2018 and is included herein.)

All stages and levels of the process take into account your teaching ability, your research/creative work, your University, professional, and public service activities. Other criteria that may have a material bearing on the decision being made are also considered. CU Denver generally weights faculty performance as 40% teaching, 40% research/creative work, and 20% service.

(See [University of Colorado Denver Administrative Policy 1004, "Reappointment, Tenure, and Promotion"](#))

## **GENERAL PRINCIPLES OF RTP EXPECTATIONS IN THE DEPARTMENT OF MUSIC & ENTERTAINMENT INDUSTRY STUDIES (MEIS)**

Faculty in the Department of Music & Entertainment Industry Studies are expected to meet University of Colorado Board of Regents requirements through meritorious and/or excellent research/creative work, teaching, and service that connects these endeavors and expands knowledge for the discipline, students, and the community.

This document addresses expectations in the three areas outlined in the CU Board of Regents Policy. As specified in this Department of Music & Entertainment Industry Studies document, faculty shall demonstrate meritorious and excellent accomplishment through a variety of avenues. The candidate has the obligation to present a dossier that contains compelling evidence that supports ratings of meritorious to excellent levels of achievement and captures the impact of his/her work. Decisions granting or denying tenure or promotion are based on the documented record of achievement.

## **PROGRESS TOWARDS TENURE**

Faculty who are making progress towards tenure are engaged in building activities and relationships that demonstrate a clear developmental arc in the areas of Research/Creative Work, Teaching, and Service.

Faculty progressing towards tenure will:

- Seek opportunities to position initiatives for the highest possible impact in Research/ Creative Work, Teaching, and Service.
- Endeavor to positively impact the reputation and scholarly prominence of department, college, university, and external communities.
- Pursue external and internal funding.
- Connect students to activities in support of their education, service, and development as artists and scholars.
- Build relationships and opportunities with creative industries and professional organizations that benefit the faculty member, students, college, and university.
- Seek opportunities for active participation in professional and cultural organizations.
- Build a record of achievement as an effective educator focused on student-centered learning.

## **AWARDING OF TENURE**

In order to be considered for tenure, the faculty member must bring forward a record of sustained growth and high-quality impact achieved through significant accomplishments in the areas of, Research/Creative Work, Teaching, and Service. The impact of a faculty member's activities must reach national and/or international audiences.

Faculty seeking the awarding of tenure should have accomplishments such as:

- An established record of achievement that has resulted in significant impact in Research/ Creative Work, Teaching, and Service.
- Positive impact on the reputation and prominence of department, college, university, and relevant external communities.
- A record of external and/or internal funding.
- A record of connecting students to activities that support their education, service, and development as artists and scholars.
- A record of achievement as an effective educator focused on student-centered learning.
- Significant contributions to professional, educational, and/or cultural organizations.

## **AWARDING OF PROMOTION TO FULL PROFESSOR**

A candidate for promotion to Full Professor must bring forward a record that taken as a whole is excellent. Candidates must achieve and demonstrate sustained prominence as a high-level contributor to the department, college, university, community, professional field, and creative industries. The impact of a faculty member's activities must reach national and/or international audiences. Activities must demonstrate a positive and significant impact on the vitality and sustainability of the Department of Music & Entertainment Industry Studies as well as the College of Arts & Media.

Faculty seeking promotion to Full Professor should have accomplishments such as:

- A sustained record of achievement that has resulted in significant impact in Research/Creative Work, Teaching and Service.
- Quality mentorship that positively impacts the work of others.
- Continued positive impact as a high-level contributor to the reputation and prominence of department, college, university, and relevant external communities.
- A sustained record of achievement as an effective educator focused on student-centered learning.
- High-level contributions to professional, educational, and/or cultural organizations.

## **EVIDENCE FOR EVALUATING MERITORIOUS AND EXCELLENT ACCOMPLISHMENT**

MEIS faculty position their Research/Creative Work, Teaching, and Service activities to impact a wide variety of audiences. The meritorious or excellent level of a faculty member's accomplishments, in relationship to progress towards tenure, awarding of tenure, and promotion; are determined by measurable indicators and developmental arc of tangible growth that expands Research/Creative Work, Teaching, and Service. MEIS faculty demonstrates the meritorious and excellent levels of accomplishment through careful documentation of activities that places activities in context and provides evidence of indicators described in this document.

Assessment of one's Research/Creative Work, as well as some aspects of Teaching, exists in a variety of peer-reviewed contexts. CAM expects faculty to participate in activities that include peer review components as these provide measurable indicators of meritorious or excellent accomplishment. External reviewers, professionals in the field are important in establishing substantive peer review.

## **Substantive Peer Review**

In arts disciplines, assessment of Research/Creative Work exists in a variety of peer reviewed contexts. One form of peer review is "front end." In front end peer review, the faculty member's work is selected for awards or inclusion by academic/discipline specialists and/or professional experts.

Invited participation by these experts is often considered equivalent or more significant than a formal juried process. Back-end peer review often occurs post-presentation of the work. Back-end peer review occurs when a work is cited by others. Another form of peer review is a jury.

Adjudicators include, but are not limited to, juries, curators, art critics, review panels, selection committees, external reviewers, collaborators, publishers, editors, etc.

Documentation of Peer Review includes the following:

- Description of the activity that was peer reviewed.
- Description of the peer review process
- Adjudicator(s) name and title.
- Qualifications of the adjudicator(s)
- Additional contextual information that substantiates the impact of the work.

## **Selectivity**

MEIS faculty engage in activities that are identified for inclusion in such arenas as film festivals, exhibitions, educational and professional conferences, recordings, journals, print and electronic publications, and presentations and performances of their work. Selectivity involves critical decisions that include considerations such as the number of applicants/proposals in the pool, the number of individuals selected in relationship to the size of the pool, the quality of the individuals and activities selected, and the geographic diversity of the applicant pool and individuals selected. Selectivity is an indicator that can identify the level and quality of the activity.

Documentation of Selectivity includes the following:

- Description of the activity that was selected.
- The number of proposals/individuals/projects included in the pool for selection.
- The number of proposals/individuals/projects selected.
- Annotations that identify the significance of the work.
- Geographic diversity of the selection pool.

## **Distribution and Venue**

MEIS activities are distributed in a variety of ways, from both print and electronic published reviews of activities such as visual arts exhibitions to publications of research findings. Distribution details, such as the entity distributing the activity, circulation, diversity of audience, and geographic scope of distribution, can be identified as measures of quality and impact. Venues include, but are not limited to: art centers, cultural and performance centers, websites, conference, and educational centers. Venues for scholarly materials can include websites, journals, books, and conference proceedings. Factors that indicate the venue prominence include, but are not limited to, geographic location, audience, reputation of the venue in the field, selectivity of works presented in the venue, professional standing of venue directors, and the reputation of artists that have been represented in the venue.

Documentation of Distribution and Venue includes the following:

- Description of the activity.
- Description of the venue and/or entity distributing the work.
- Statement of the distributing entity and/or venue's prominence or reputation in the field.

- Circulation numbers or in the case of websites, visitors to the site.
- Circulation geography and audience.
- Additional information that indicates the quality/impact.
- Reputation of other artists/events that have been presented in the venue.

## **International, National, Regional, and Local Impact**

The Department of Music & Entertainment Industry Studies recognizes that using geographic terminology such as international, national, regional, and local; and assigning excellence to one or the other is a one-dimensional approach that has limited value in RTP evaluations. For example, the Denver Art Museum is a museum that brings in international artists and international audiences. Exhibitions at the Denver Art Museum can be reviewed nationally and internationally. To some, if a MEIS faculty member exhibited work at the Denver Art Museum, that activity may not be deemed meritorious simply because the museum is geographically local. However, the activity may be indeed excellent because the museum's audience, artists, reviews, and reputation is international. Simultaneously, if a faculty member is invited to present a film at a film festival in Oaxaca Mexico that features local film makers and is visited by regional audiences, that activity may not be deemed excellent. The activity may be meritorious as the festival features local filmmakers with regional audience attendance. Geography must be contextualized, not based on location in relationship to Denver, but based on its impact and selectivity as evidenced by an international, national, regional, or local reviewing body, artists, audiences, distribution, venue, and reputation in the field.

“International” is defined as:

Publication/presentation/performance (whether in print or electronic form) that is peer reviewed by an international body and/or presented in a venue or through an outlet that regularly presents international artists or scholars, or is visited by international audiences, or includes international distribution, is reviewed or cited internationally, or is deemed by art professionals to have international significance. An activity that meets this definition of international as described above is excellent.

"National" is defined as:

Publication/presentation/performance (whether in print or electronic form) that is peer reviewed by a national body and/or presented in a venue or through an outlet that regularly presents national artists or scholars, or is visited by national audiences, or includes national distribution, is reviewed or cited nationally, or is deemed by art professionals to have national significance.

An activity that meets this definition of national as described above is excellent.

"Regional" is defined as:

Publication/presentation/performance (whether in print or electronic form) that is peer reviewed by a regional body and/or presented in a venue or through an outlet that regularly presents regional artists or scholars, or is visited by regional audiences, or includes regional distribution, is reviewed or cited regionally, or is deemed by art professionals to have regional significance. An activity that meets this definition of regional as described above is meritorious.

"Local" (Denver metropolitan region, including on the CU campus system) is defined as:

Publication/presentation/performance (whether in print or electronic form) that is peer reviewed by a local body and/or presented in a venue or through an outlet that regularly presents local artists or scholars, or is visited by local audiences, or includes local distribution, is reviewed or cited locally, or is deemed by art professionals to have local significance. An activity that meets the definition of local as described above is meritorious.

## **Self-Publishing and Peer Review**

MEIS values entrepreneurship, the use of new technologies, and innovation in building audiences for one's work. Artists today have many vehicles for self-publishing their research/creative work, from mastering music CDs, and

e-printing monograph books to publishing mobile device applications. Self-publishing does not include front end peer review, but it can garner back-end peer reviews if the work created is cited by others after it has been created and distributed. Identifying the meritorious or excellent level of a self-published work that is cited by others can be measured through the reach of the citation.

## **Joint Authorship**

MEIS values collaborative endeavors. Faculty working collaboratively must document and establish the contributions they have made to collaborative works by contextualizing their roles and responsibilities in relationship to the overall project and to the contributions of other members of the project. Identifying the meritorious or excellent level of contributions can be measured through the success of the finished work (peer review, selectivity, distribution, and venue) and an assessment of the quality of the faculty member's individual contributions.

## **RESEARCH/CREATIVE WORK**

CAM defines Research/Creative Work as the creation, application, and dissemination of knowledge/creative work that expands human understanding, contributes to the intellectual capital of the university, and impacts the discipline, the creative industries, and student learning.

Research/Creative Work initiatives in MEIS may include, but are not limited to:

- Contributions to the development of collaborative, interdisciplinary, or inter-institutional Research/Creative Work activities.
- Appropriately connecting one's Research/Creative Work activities into teaching and student learning contexts.
- Collaborative investigations between a CAM faculty member and one or more colleagues from other disciplines or fields leading to the development of new models and methods that enhance Research/ Creative Work.

## **Examples of Meritorious and Excellent Indicators in Research/Creative Work**

### **Meritorious**

- Peer reviewed or selective process resulting in an invitation from a local or regional music industry organization to participate on a panel or give a presentation that centers on creative practice, scholarly practice, music performance, contributing live sound, music compositions, recorded sound, sound design or music for visual media, music business, or the profession.
- Comments from external reviewers that describe the quality and/or productivity of research/ creative work as being meritorious.
- Beyond external reviewers, growing recognition of candidate's research/creative work by other scholars and/or established professionals in the candidate's field.
- Substantive contributions to campus-based departmental, college, or university productions of local or regional significance (as evidenced by, for example, coverage by a minimum of one media outlet and contextualized by the candidate in regards to those who achieve similar coverage by that local or regional media outlet).
- Substantive activities such as contributing live sound, music compositions, recorded sound, sound design or music for visual media, or music business research presentations, professional solo, or ensemble music performances by the candidate, or performances by others of the candidate's original musical compositions and/or arrangements, that did not involve a selective or peer-reviewed process but achieved local or regional significance.
- Production of music business or recording arts contributing live sound, music compositions, recorded sound, sound design or music for visual media, seminars, or workshops, or of concerts, musical performances, or recordings of local or regional significance.
- Record of securing funds for creative research activities through CAM and the University and external organizations

- Record of seeking funds for creative activities through local, regional, and national organizations.
- Publication and distribution (whether in print or electronic form) including self-published projects, of music business, recording arts, contributing live sound, music compositions, recorded sound, sound design or music for visual media, music history, performance or theory book, or of original musical recordings, compositions or musical arrangements, that achieved local or regional significance.
- Book and/or music reviews in established media outlets (whether in print or electronic form) of local or regional significance.
- Substantive original articles in established media outlets (whether in print or electronic form) of local or regional significance.
- Music-related computer programs that achieve local or regional significance.
- Technical innovation, of local or regional significance, in music synthesis and/or recording.
- Award or grant of local or regional significance.
- Chief Editor of a publication (e.g., journal, magazine) of local or regional significance.
- Author of a regularly published column of local or regional significance.

### **Excellent**

- Peer-reviewed or selective process resulting in an invitation from a national or international music industry organization to participate on a panel or give a presentation that centers on creative practice, scholarly practice, music performance, recording arts, contributing live sound, music compositions, recorded sound, sound design or music for visual media, composition music business, or the profession.
- Comments from external reviewers that describe the quality and/or productivity of research/ creative work as being excellent.
- Significant recognition, such as through citations, of candidate's research/creative work by other scholars and/or established professionals in the candidate's field.
- Substantive activities such as recording arts, contributing live sound, music compositions, recorded sound, sound design or music for visual media, or music business research presentations, professional solo, or ensemble music performances by the candidate, or performances by others of the candidate's original musical compositions and/or arrangements, that did not involve a selective or peer-reviewed process but achieved national or international recognition or significance. Production of music business or recording arts, contributing live sound, music compositions, recorded sound, sound design or music for visual media, seminars, or workshops, or of concerts, musical performances, or recordings of national or international significance.
- Record of obtaining funds for research/creative activities from national and international arts and industry institutions.
- Publication and distribution, (whether in print or electronic form) including self-published projects, of music business, recording arts, contributing live sound, music compositions, recorded sound, sound design or music for visual media, music history, performance or theory, or of original musical recordings, compositions or musical arrangements, that achieves national or international significance.
- Book and/or music reviews (whether in print or electronic form) in established media outlets of national or international significance.
- Substantive original articles (whether in print or electronic form) in established media outlets of national or international significance.
- Music-related computer programs that achieve national or international significance.
- Technical innovation, of local or regional significance, in music synthesis and/or recording.
- Selection as an Artist in Residence by a highest nationally or internationally recognized organization.
- Selection as a Fellow for a highest nationally or internationally organization.
- Served as Expert Witness in legal proceedings involving music business, music performance, or recordings arts issues.
- Award or grant of national or international significance.
- Chief Editor of a publication (e.g., journal or magazine or website) of national or international significance.
- Author of a regularly published column (whether in print or electronic form) of national or international significance.



## TEACHING

Teaching is defined as the development of curricular and co-curricular activities that focus on student-centered learning, student outcomes and assessment, task design, and artifact alignment. Department of Music & Entertainment Industry Studies faculty are expected to document and seek assessment of effective teaching through multiple measures including peer reviews, Faculty Course Questionnaires (FCQ's), syllabi, examples of student work, and examples of course outcomes and assessment strategies. These assessment tools can provide measurable indicators of meritorious or excellent accomplishment.

On November 8, 2018, the Regents approved Policy 5.D.2. The approved language from the Board of Regents provides greater specificity about tenure based on excellence in teaching. Per Regent Policy 5.D.2(B), a recommendation of tenure based on excellence in teaching shall include multiple measures of teaching evaluation and demonstrated achievement at the campus, local, national, and/or international level which furthers the practice and/or scholarship of teaching and learning beyond a faculty member's immediate instructional setting.

Teaching activities are broadly defined in the Department of Music & Entertainment Industry Studies. Below are examples of Teaching activities that may include, but are not limited to:

- Developing new pedagogies that result in new understanding of Teaching in the arts.
- Directing, designing, and/or producing curricular and/or co-curricular performances, presentations, exhibitions, and media activities outside the classroom.
- Contributions to the development of collaborative, interdisciplinary, or inter-institutional Teaching activities.
- Purposeful incorporation of technology into course content or methodology.
- Fostering a learning environment that embraces diverse learning styles.
- Building ties between students and professional organizations and creative industries.
- Pursuing internal and external funding that will support Teaching activities.
- Active participation in professional discipline-related education organizations.
- Publication of textbooks and methodological books, articles, monographs, on-line articles, and catalogues centered on Teaching.
- Delivering and participating in presentations/master classes/workshops/seminars focused on Teaching.
- Integration of research, theories, and models from non-art disciplines into Teaching.
- Dissemination of teaching activities through public presentations, productions, exhibitions, performances, recordings, and multimedia presentations and/or through media including books, on-line publications, magazines, articles, research reports, case studies, conference papers, conference proceedings, and catalogues.
- Invitations to conduct peer review of Teaching effectiveness, or participation as a reviewer for curriculum, program development, and departmental reviews.

### Examples of Meritorious and Excellent Indicators in Teaching

#### Meritorious

- Mentor students to engage in professional activities.
- While the College recognizes that FCQs may be subject to a variety of factors, the FCQ record of ratings during the time of RTP review should generally be comparable to department and college averages.
- Substantive FCQ narrative comments should generally demonstrate a pattern of positive teaching and learning.
- Syllabi that meet college expectations with articulated outcomes, assigned tasks specific to those outcomes, and demonstrate sequential learning across the areas of knowledge, skills, and dispositions.
- A record of CAM and University funding for teaching initiatives and efforts, such as CAM Faculty Development Grants, YUMPS, and UC Denver Faculty Development Grants.
- Mentoring of student projects.

- Contributions to the assessment and updating of course and program outcomes.
- Contributions to the development of program handbooks or guidelines for students.
- Contributions to the development of gateway, milestone, and capstone experiences in a program.
- Contributions as guest lecture of master classes in colleagues' classrooms and/or on campus.
- Adopting University-offered teaching technology tools such as Black Board or Ecollege.
- Attendance at professional education conferences.
- Mentor other faculty in CAM or the University in teaching and learning activities.
- Organize or coordinate an event that features student work on campus.
- Supervise students that have received UROP grants.

### **Excellent**

- Curricular or co-curricular productions that garner local attention/notice.
- FCQ scores well above the level of department and college or campus averages and in relationship to course format, class size, requirement, or elective.
- FCQ narrative comments from students include a myriad of positive comments and relatively few negatives comments.
- Syllabi that exceed college expectations with articulated outcomes, assigned tasks specific to those outcomes, a demonstrated focus on student learning as indicated by a high level of detail given regarding assignments, assessment strategies, three-way assessment utilized and check--in points with students regarding student learning.
- Mentoring student projects that are performed regionally or nationally.
- Facilitating internship opportunities for students.
- Leadership in the refinement of course and program outcomes and assessment strategies.
- Lead the development of program handbooks or guidelines for students.
- Invitations from regional and national education programs to give a master class or workshop.
- Peer reviewed invitations to give papers or serve on panels for professional and educational organizations that host national and international conferences or gatherings.
- Lead the development of gateway, milestone, and capstone experiences with other program areas or at the departmental level
- Enrich the teaching and learning environment through building and enhancing community through technology tools that go beyond the use of BlackBoard or ECollege, such as the use of Google Apps, Facebook, etc.
- Demonstrating that alumni of the program are achieving high-level successes through national awards, invitations to contribute to national productions, positive reviews in national media, and alumni testimonials.
- Published papers or articles in journals or magazines related to education, the arts, teaching and learning, and pedagogy, such as *the Journal of Effective Teaching*.
- Published books on pedagogy that have national or international prominence.
- Organization or coordination of events that feature student work.

### **SERVICE**

The Department of Music & Entertainment Industry Studies defines service as activities that connect Research/Creative Work and Teaching with a myriad of communities.

Service activities include, but are not limited to:

- Substantive participation on assigned committees.
- Attend Fall and Spring Commencement.
- Attend Open House and recruiting opportunities.
- Attend CAM Convocation.
- Support and attend events in the College and University.
- Attend and contribute to departmental and college meetings.

- Support and contribute to departmental, college, and university projects.
- Build a record of substantive participation as a committee member at the department, college, and university level.
- Participate and contribute to the successful delivery of recruiting events.
- Participate and contribute to the successful delivery of CAM events such as Convocation.
- Assume leadership roles on department, college, or university committees.
- Contribute meaningfully to departmental, college, and university projects.
- Contribute to local, state, regional, national or international professional, or educational organizations and creative industries through committee work.
- Lead Service initiatives that positively support diverse communities.
- Connect Research/Creative Work and Teaching to social entrepreneurship contexts.
- Participate in professional organizations and creative industries through substantive contributions towards activities such as conferences, task forces, think tanks, etc.
- Contribute as an advisory board member for groups and organizations within the discipline, professional field, arts education, creative industries, scientific and humanities fields, etc.
- Participate in opportunities that advocate for the arts and arts education.
- Pursue internal and external funding that will support Service activities.

## **Examples of Meritorious and Excellent Indicators in Service**

### **Meritorious**

- Engagement with the local community that includes a demonstrated connection of those activities to the educational endeavor that builds connections for the College and the University.
- Service to the college and university.

### **Excellent**

- Engagement and recognition with the national community that includes a demonstrated effort and achievements in building bridges between the local, regional, and/or national community and CAM/University.
- Significant service to professional organizations.
- Serving on the Board of a National or Professional Organization.

## Resource Documents Utilized in Creation of MEIS's Primary Unit Criteria

- The Association of Design, Production, and Technology Professionals in the Performing Arts and Entertainment Industry -- USITT. "Tenure and Promotion Guidelines." USITT, 2000. Web. May 14, 2012 ([www.usitt.org/documents/377.pdf](http://www.usitt.org/documents/377.pdf)).
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- University of Colorado Denver. *Strategies for Success--A Mentoring Manual for Tenure Track Faculty*. August 2010.
- University of Colorado Denver Campus Policy. *Post--Tenure Review Campus Policy and Procedures*.
- University of Colorado Denver Campus Policy. *Reappointment, Tenure, and Promotion*.
- University of Colorado System APS. *Post--Tenure Review*.
- University of Colorado System APS. *Standards, Processes and Procedures for Comprehensive Review, Tenure and Promotion*. APS Number: 1022.
- University of Film & Video Association UFCA Policy Statement-- Faculty Evaluation in Creative Specialties. "The Evaluation of Faculty in Creative Specialties for Promotion and Tenure." University of Film & Video Association, 2008. Web. May 14, 2012 (<http://www.ufva.org/resources/policy--statement--on--faculty--evaluation>).