

## BYLAWS OF THE SCHOOL OF MUSIC

[Approved January 16, 1996]

[Article 2.4.5 amended 11/5/96][Article 5.7.6 amended and approved by College Council 2/26/97]

[Articles 4.3.2 and 5.15.2 amended 4/1/97] Article 4.1.1 amended 4/29/97]

[Articles 5.7.5, 5.9.1, 5.9.4, 5.9.7, 5.9.9, 5.16.1, 5.16.2) amended 11/4/97; approved by College Council 11/14/97]

[Articles 4.3.3, 4.4.3, 4.5.3 amended 10/3/00] [Articles 2.4, 2.41, 2.46 amended 5/2/00]

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[Articles 5.7.5, 5.7.6, 5.8.4, 5.16.2 amended 10/3-4/05; approved by College Council 10/7/05]

[Article 5.11 deleted; approved by College Council -----]

### ARTICLE 1: FACULTY MEETINGS

#### 1.1 Scheduling and Attendance

1.1.1 The faculty of the School of Music will meet monthly during the Fall and Spring semesters at a regularly-scheduled time.

1.1.2 Special faculty meetings will be scheduled when necessary to expedite the business of the school.

1.1.3 All faculty members identified as full-time employees of the university will attend regularly-scheduled meetings, and will be excused only due to exceptional circumstances.

1.1.4 No other school business will be scheduled by a faculty member during the regular time set aside for faculty meetings if the conduct of that business would result in the faculty member's absence from the meeting.

#### 1.2 Voting Rights

1.2.1 All faculty members will have the right to bring business before the assembled faculty and move for substantive action.

1.2.2 Faculty members who are identified as part-time employees of the university may vote upon substantive matters unless such action conflicts with specifically-legislated eligibility requirements.

1.2.3 Only those faculty members identified as members of the graduate faculty may vote upon matters which are specifically related to the university graduate programs.

#### 1.3 Conduct of the Meetings

1.3.1 All faculty meetings will follow recognized parliamentary procedures in accordance with Robert's Rules of Order.

1.3.2 The director of the School of Music will preside at all meetings of the faculty. If the director cannot attend, then the assistant director or the director's designate will preside.

1.3.3 The presiding person will not vote except in the event of a tie.

1.3.4 The director will prepare the agenda, which will normally include the following topics:

Call to Order

Approval of the Minutes

Reports from Standing Committees

Reports from Special Committees

Reports from Area Coordinators

Unfinished Business

New Business

Announcements, Comments, and Questions

Adjournment

1.3.5 Minutes of all faculty meetings will be recorded and distributed among the faculty, with file copies to the School of Music office and to the dean of the College of Visual and Performing Arts.

1.3.6 A faculty Recorder will be elected annually to take and distribute the minutes of the meetings.

1.3.7 A faculty Parliamentarian will be elected annually to resolve procedural disputes.

#### 1.4 General Election Procedures

1.4.1 Elections to committees and other elected offices will be held in April or May of the academic year in which the incumbents' terms expire.

1.4.2 All nominations will be made from the floor except in those instances specifically provided for in the Bylaws.

1.4.3 If, during the regular academic year, a person elected to a committee or office is unable to fulfill his/her duties, the director will call for a special election to select a replacement to complete the unfulfilled term, with nominations from the floor. If the resignee was an area coordinator, then a special election must be held within the appropriate Instructional area.

## ARTICLE 2: COMMITTEES

### 2.1 The Standing Committees of the School of Music will be:

- The Personnel Committee
- The Curriculum and Assessment Committee
- The Advisory Committee
- The Library Committee
- The Convocation\Concert Committee
- The Graduate Advisory Committee
- The Grade Review Committee

### 2.2 General Policies and Procedures for Committees

2.2.1 All members of the faculty will be eligible for membership on the committees of the school except in those instances specifically provided for in the Bylaws.

2.2.2 All committee members may be elected to succeed themselves except in those instances specifically provided for in the Bylaws.

2.2.3 A committee chair will be elected annually by and from the voting members, except in those instances specifically provided for in the Bylaws.

2.2.4 Committee chairs will vote only in the event of a tie, except in those instances provided for in the Bylaws.

2.2.5 The committee chair will prepare the agenda, but will not refuse to bring any legitimate business before the committee.

2.2.6 The committee chair will regularly report to the faculty those actions relevant to the committee's responsibilities and, when appropriate, presents motions from the committee for faculty discussion and vote. Reports to the faculty from the chair of the Personnel Committee will not violate the confidentiality of the personnel process.

2.2.7 The director of the School of Music will be a non-voting ex-officio member of all committees of the school, but will not normally preside except in those instances specifically provided for in the Bylaws.

2.2.8 Minutes of all meetings will record substantive actions taken and will be distributed among the committee members, with file copies to the School of Music office.

### 2.3 The Personnel Committee

2.3.1 The Personnel Committee will consist of five members elected from the faculty to two-year terms.

2.3.2 In order to preserve continuity on the committee, two regular terms will be subject to election in one year and three in the next.

2.3.3 In order to reflect the curricular structure of the school, the membership of the committee will include in any given year two faculty members with major responsibilities in applied music and/or ensembles and two faculty members with major responsibilities in classroom teaching.

2.3.4 Only full-time tenured faculty will be eligible for membership on the committee.

2.3.5 Faculty who have served previously on the committee will not be eligible for new membership until a period of two years from the end of the prior term has elapsed.

2.3.6 The responsibilities of the Personnel Committee will be:

- To screen applications of faculty members for sabbatical leave and make appropriate recommendations to the College Council;

To distribute and receive Faculty Service Reports;

To inform the faculty, as soon as the committee itself is informed, of the special deadline dates for filing crucial personnel papers, e.g., applications for sabbatical leaves, faculty service reports, appeals for reconsideration of school, college, and university personnel actions;

To evaluate the professional achievement of faculty members in accordance with school, college, and university regulations as specified in the Bylaws and other regulatory documents of those units;

On the basis of that evaluation, to make appropriate recommendations to the College Council concerning salary, promotion, tenure, and retention;

To provide for student participation in the personnel process in accordance with school, college, and university regulations as specified in the Bylaws and other regulatory documents of those units;

To notify the director of the School of Music in writing (via printed hard-copy) of personnel recommendations affecting faculty members and to provide an opportunity for such recommendations to be reconsidered upon proper written request of the faculty member involved;

To assist the director of the School of Music in the interviewing and selection of new faculty when requested to do so.

2.3.7 Meetings will be conducted according to Robert's Rules of Order.

2.3.8 In order to insure a proper recording of all personnel procedures, minutes will be kept of each meeting even if no substantive action is taken. In such a case, the minutes may merely outline the matters discussed at the meeting.

2.3.9 Minutes will be distributed among the committee members before the next regularly-scheduled meeting.

2.3.10 A copy of the minutes will also be sent to the Dean of the College of Visual and Performing Arts.

## 2.4 The Curriculum and Assessment Committee

2.4.1 The Curriculum and Assessment Committee will consist of five members -- four regular members and committee chair -- elected from the faculty to two year terms. In order to preserve continuity on the committee, two regular terms will be subject to election in one year and two in the next.

2.4.2 The chair of the committee will be elected from the faculty to a two-year term. To be eligible for this office, the nominee must have been a member of the committee during the previous year.

2.4.3 If a current member of the committee is elected chair, then another faculty member will be elected to complete the new chair's unfulfilled regular term.

2.4.4 The chair of the committee will also serve as the school's representative to the College Curriculum Committee.

2.4.5 One non-voting graduate student representative and one non-voting undergraduate student representative to the committee will be chosen from the School of Music student body.

2.4.6 The responsibilities of the Curriculum and Assessment Committee will be:

To receive, prepare, and present recommendations for curricular change in accordance with school, college, and university regulations as specified in the Bylaws and other regulatory documents of those units;

To review the School of Music curriculum, solicit suggestions for substantive change when appropriate, and to assist in the preparation of submitted materials;

To determine the feasibility of curricular additions or changes within the framework of existing catalog requirements;

To coordinate and review assessment activities in the School of Music, particularly as they relate to matters of programmatic review and accreditation;

To create Working Rules for preparing and presenting curricular and assessment proposals. A copy of the Working Rules will be kept on file in the School of Music office and will be made available to the faculty.

## 2.5 The Advisory Committee

2.5.1 Voting members of the Advisory Committee will be the coordinators of each instructional area, elected according to the procedures specified in these Bylaws. Non-voting members will be the director of the School of Music, the assistant director, and the coordinator of graduate studies.

2.5.2 The director of the School of Music will chair the committee.

2.5.3 The responsibility of the Advisory Committee will be to advise the director on matters pertaining to the mission and operation of the school and to recommend appropriate action to expedite those matters, except that the committee will make no recommendations which supersede the actions taken by another standing committee of the school.

## 2.6 The Library Committee

2.6.1 The Library Committee will consist of three members elected from the faculty to one-year terms.

2.6.2 The music librarian will be a non-voting ex officio member of the Library Committee.

2.6.3 The responsibilities of the Library Committee will be:

To act as liaison between the music faculty and the university library;

To advise the library administration with regard to the wishes of the music faculty concerning hiring, purchasing, circulation policy, and all other matters relating to the use of the library;

To keep the faculty informed of changes of policy and other matters related to the use of the music library.

## 2.7 The Convocation/Concert Series Committee

2.7.1 The Convocation/Concert Series Committee will consist of three members elected from the faculty to one-year terms.

2.7.2 The responsibilities of the Convocation/Concert Series Committee will be:

To solicit requests for, and to coordinate and schedule guest lectures, performances, and presentations for school convocations;

To prepare and present budget requests for school convocations and to advise the director of the School of Music on the dissemination of convocation funds;

To organize an honors convocation each semester.

## 2.8 The Graduate Advisory Committee

2.8.1 The Graduate Advisory Committee will consist of three members elected from the graduate faculty to one-year terms.

2.8.2 The coordinator of graduate studies will chair the committee.

2.8.3 The responsibility of the Graduate Advisory Committee will be to review and take action upon various issues, problems, and concerns dealing with the school's graduate program.

2.9 Grade Review Committee

2.9.1 A Grade Review Committee will be appointed annually by the director of the School of Music in accordance with established university policies and procedures.

2.10 Faculty Ad Hoc Committees

Search/Screening Committees

2.10.1 The search to fill any School of Music position for which a Request to Fill a Faculty Position has been filed by the dean of the college will be conducted with the aid of a search/screening committee.

2.10.2 Search/screening committees will be appointed by the director of the School of Music and will consist of at least three full-time faculty members, at least two of which will represent the Instructional area in which the vacancy occurs.

2.10.3 Search/screening committees will be involved from the beginning of the search, in accordance with the Academic Procedures Manual, Section I.

2.10.4 Search/screening committees will be advisory, in compliance with the Bylaws of the Board of Trustees, Section III. However, a search/screening committee will enjoy the same right to voice disagreement with a decision made at a higher level as any other participants in the recommendation process.

Other Ad Hoc Committees

2.10.5 Ad hoc committees will be formed to facilitate the business of the school when deemed necessary by the director or by the faculty.

2.10.6 Membership, size, organization, and mission of ad hoc committees will be determined by the director, subsequent to approval by the faculty.

2.10.7 No ad hoc committee will duplicate or supersede the mission and responsibilities of a standing committee.

## ARTICLE 3: FACULTY INSTRUCTIONAL AREAS AND AREA COORDINATORS

### 3.1 Instructional Areas

3.1.1 The instructional areas of the school will be constructed as follows for purposes of representation and legislation:

- Music History and Literature
- Music Theory and Composition
- Music Education
- Jazz Studies
- Applied Strings, Winds, and Percussion
- Applied Voice, Keyboard, Harp, and Guitar
- Ensembles

3.1.2 Areas of specialization in the school will be constructed as follows for the purposes of academic definition, faculty appointments and honors, and to establish personnel criteria:

- Music History and Musicology
- Music Theory
- Music Education
- Composition
- Performance

### 3.2 Area Faculty

3.2.1 A faculty member whose assignment is within a single Instructional area will be designated as a member of that area for purposes of representation and voting within that area.

3.2.2 A faculty member whose assignment is within more than one instructional area will be designated as a member of each such area for purposes of representation and voting.

3.2.3 To insure fair and uniform balloting, each area will devise a mutually agreed upon system for weighing votes based on the percentage of each member's assignment to that area, or some other system upon which all members of the area agree.

3.2.4 Weighted and/or percentage vote tabulation will apply only to those balloting within the Instructional areas and will not apply to those matters which are voted upon by the faculty as a whole.

### 3.3 Area Coordinators

3.3.1 Area coordinators will be elected to represent each instructional area by and from the members of that area, using mutually agreed upon procedures for nomination and balloting, and will serve two-year renewable terms.

3.3.2 In order to preserve continuity on the Advisory Committee, the coordinators from Music History & Literature, Music Theory & Composition, and the area of Voice, Keyboard, Harp, & Guitar will be elected during one year, the coordinators from Music Education, Jazz Studies, Ensembles, and the area of Strings, Winds, & Percussion will be elected during the following year.

3.3.3 Depending upon their responsibilities, area coordinators may receive a reduction in teaching load assignment in order to fulfill the duties of the office.

3.3.4 The responsibilities of the area coordinators will be determined by the director of the School of Music, consistent with school, college, and university regulations as specified in the Bylaws and other regulatory documents of those units.

## ARTICLE 4: THE GRADUATE FACULTY AND THE COORDINATOR OF GRADUATE STUDIES

### 4.1 The Graduate Faculty

4.1.1 The graduate faculty will consist of only those faculty members recognized by the university as provisional, full, or senior members of the graduate faculty.

### 4.2 The Coordinator of Graduate Studies

4.2.1 The coordinator of graduate studies will be a member of the Graduate faculty and will be appointed by the director of the School of Music to a mutually-agreed-upon term of office.

4.2.2 The coordinator of graduate studies will receive a reduction in teaching load assignment in order to fulfill the duties of the office.

4.2.3 The duties of the coordinator of graduate studies will be:

To act as liaison between the School of Music and the Graduate School;

To expedite applications for admission to the school's graduate programs and to arrange for the dissemination of appropriate materials from the school and the Graduate School;

To coordinate with each graduate student's advisor in the preparation of a program of courses in accordance with school and university requirements, and to arrange for changes and substitutions in the program of courses in accordance with school and Graduate School regulations;

To prepare and maintain records for individual graduate students, including applications for admission, recommendations, transcripts, program of courses, diagnostic examinations, and comprehensive examinations;

To prepare the school calendar for graduate students in coordination with the Graduate School calendar;

To arrange for the administration and evaluation of the school's Diagnostic Examinations;

To arrange for the administration and evaluation of the school's Comprehensive Examinations;

To assist and insure that each graduate student complies with regulations concerning the presentation of final recitals and/or written theses, including the formation of the faculty Recital or Thesis Committee, the selection of recital dates, and the submission of proper forms required by the Graduate School;

To coordinate the approval process of graduate students pursuing the Individualized Program or the Performer's Certificate, and to insure that all regulations pertaining to those programs are met.

### 4.3 Provisional Member Status

#### 4.3.1 Graduate School Criteria:

A provisional member must have an appropriate terminal degree, or the equivalent, and, in accordance with approved departmental criteria, must have initiated a program of personal research or artistry. A provisional member may be proposed for full membership or senior membership at any time.

#### 4.3.2 Appropriate Terminal Degree or Equivalent:

Except in exceptional circumstances, the appropriate formal degree or professional experience required for admission will be:

Music History or Musicology: an earned doctorate.

Music Theory: an earned doctorate.

Music Education: an earned doctorate.

Composition: extended study with one or more composers of international repute, and/or a distinguished record of prizes, commissions, publications or performances; or an earned doctorate.

Performance: extended study with one or more performing artists of international distinction, and/or a distinguished record of performances and/or recordings--such as appearances as a professional recitalist, a member of a professional chamber ensemble of recognized quality, a member of a larger ensemble under the direction of a conductor of recognized stature; or an earned doctorate.

#### 4.3.3 Appropriate Research and Artistic Activities

A person who has been appointed to the faculty of the School of Music after a national search, and who has met one of the criteria of 4.32, above, will be considered to hold the appropriate research and/or artistic credentials for provisional membership.

### 4.4 Full Member Status

#### 4.4.1 Graduate School Criteria:

A full member may, with no further Graduate School approval, serve as a member of the Graduate Council, vote for faculty membership on the Graduate Council, vote in graduate faculty referenda, teach courses for graduate credit, serve as a graduate student's academic adviser, and serve as a member of a graduate student's committee. With case-by-case approval of the department chair, college dean, and dean of the Graduate School, a full member may serve as director of a master's or sixth-year thesis (or thesis analogue--such as a one-person show, recital, or final project) or as co-director (along with a senior member of the graduate faculty) of a doctoral dissertation.

A full member must have an appropriate terminal degree, or the equivalent, and, in accordance with approved departmental criteria, must show evidence of advancing a program of personal research or artistry, the products of which have received positive assessment by independent external experts in the field according to the national standards in the discipline. A full member may be proposed for senior membership at any time.

#### 4.4.2 Appropriate Terminal Degree or Equivalent:

The requirements will be the same as those under 4.32, above.

#### 4.4.3 Appropriate Research and Artistic Activities

All professional activities under consideration must have taken place during the most recent eight years.

It is expected that all candidates demonstrate consistency in the maintenance of scholarly or professional credentials and currency with innovations in the field through attendance at conferences, membership in professional organizations, subscription to journals, and other appropriate supportive activities.

The faculty of the School of Music believe that quantification of activities is not the most relevant criterion for determining graduate faculty status, recognizing that the number of activities should be weighted in relationship to the quality and significance of those activities. The numbers and categories below attempt to demonstrate this. However, the following list is not intended to be exhaustive, and the School of Music reserves the right to devise and apply additional criteria when dictated by exceptional circumstances.

In addition to the demonstrated maintenance of scholarly activities described above, a successful candidate for full membership must show that he/she is developing regular activity in research or artistry and is beginning to receive positive assessment of the products of that activity through:

Any ONE of the following:

OR

Any THREE of the following, including three activities in a single criterion, or other combinations:

<p>Award or prize received for performance as soloist, performer or conductor in an international or national professional competition.</p> <p>Award or prize received for composition in an international or national professional competition.</p> <p>Award or prize received for a book, recording, radio or television broadcast, or refereed article through assessment by an international or national professional organization.</p> <p>Commissioned composition or arrangement by an ensemble or professional organization of international or national importance.</p> <p>Elected or appointed position in an international or national professional organization where that position has a direct relationship to the positive assessment of the individual's artistry or research.</p> <p>Invited appearance as clinician, adjudicator, etc., at an international or national conference.</p> <p>Professional appearance or recording as a soloist, performer, or conductor with a chamber group or large ensemble in a recognized international or national environment.</p> <p>Professional appearance or recording as a solo recitalist in a recognized international or national environment.</p> <p>Publication such as a scholarly or professional book, including pedagogical work.</p> <p>Publication, recording, or performance of an extended composition.</p>	<p>Award or prize received for performance as soloist, performer, or conductor in a regional professional competition.</p> <p>Award or prize received for a book, recording, radio or television broadcast, or refereed article through assessment by a regional professional organization.</p> <p>Commissioned composition or arrangement by an ensemble or professional organization of regional importance.</p> <p>Appointment as composer-in-residence, artist-in-residence, or consultant to an organization of regional importance.</p> <p>Elected or appointed position in a regional organization where that position has a direct relationship to the positive assessment of the individual's artistry or research.</p> <p>Invited appearance as clinician, adjudicator, etc., at a regional conference or competition.</p> <p>Invited or refereed presentation of a paper or composition at a regional conference.</p> <p>Professional appearance or recording as a soloist, performer, or conductor with a chamber group or large ensemble of recognized regional importance.</p> <p>Professional appearance or recording as a solo recitalist in a recognized regional environment.</p> <p>Publication, recording, or performance of a composition for solo or chamber ensembles.</p> <p>Publication of an article in a recognized professional journal.</p>
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## 4.5 Senior Member Status

### 4.5.1 Graduate School Criteria

A senior member may, with no further Graduate School approval, serve as a member of the Graduate Council, vote for faculty membership on the Graduate Council, vote in graduate faculty referenda, teach courses for graduate credit, serve as a graduate student's academic adviser, serve as a member of a graduate student's committee and serve as the director of a master's or sixth-year thesis (or thesis analogue). With case-by-case approval of the department chair, college dean, and dean of the Graduate School, a senior member may serve as director or co-director of a doctoral dissertation.

A senior member must have an appropriate terminal degree, or the equivalent, and, in accordance with approved departmental criteria, must show evidence of having established and maintained a program of personal research or artistry, the products of which have received positive assessment by independent external experts in the field according to the national standards in the discipline. A senior member will normally also have a record of active involvement in graduate teaching and in the guidance of scholarly activities of graduate students.

### 4.5.2 Appropriate Terminal Degree or Equivalent:

The requirements will be the same as those under 4.32, above.

### 4.5.3 Appropriate Research and Artistic Activities

All professional activities under consideration must have taken place during the most recent eight years.

It is expected that all candidates demonstrate consistency in the maintenance of scholarly or professional credentials and currency with innovations in the field through attendance at conferences, membership in professional organizations, subscription to journals, and other appropriate supportive activities.

The faculty of the School of Music believe that quantification of activities is not the most relevant criterion for determining graduate faculty status, recognizing that the number of activities should be weighted in relationship to the quality and significance of those activities. The numbers and categories below attempt to demonstrate this. However, the following list is not intended to be exhaustive, and the School of Music reserves the right to devise and apply additional criteria when dictated by exceptional circumstances.

In addition to the demonstrated maintenance of scholarly activities described above, a successful candidate for senior membership must have achieved a distinguished level of achievement in personal research or artistry, as demonstrated by:



## **ARTICLE 5: POLICIES, PROCEDURES, AND CRITERIA FOR PERSONNEL DECISIONS**

### 5.1 University and College Policies, Procedures, and Criteria for Personnel Decisions

5.1.1 In order to fulfill its responsibilities in those personnel matters under its jurisdiction, the School of Music Personnel Committee will be guided by these Bylaws and the general policies, procedures, and criteria for recommendations concerning promotion, tenure, retention, and salary, which are found in the following documents:

BYLAWS OF THE UNIVERSITY COUNCIL, Articles 5, 6, 7, 8, 9, and 10

COLLEGE OF VISUAL AND PERFORMING ARTS POLICIES, PROCEDURES, AND CRITERIA FOR PERSONNEL DECISIONS

5.1.2 Copies of the aforementioned documents will be placed on reserve in the Music Library, together with a copy of the Bylaws of the Board of Trustees, to which all other documents must conform.

5.2 The nature of the School of Music personnel policy is determined in part by the current Personnel Committee, in part by the College Council, in part by the University Council Personnel Committee, and in part by the policies of the Board of Trustees. While the School of Music Personnel Committee must take responsibility for actions it has itself initiated, it should be made clear that some of the policies articulated here are made mandatory by actions of higher bodies. This document, then, should be taken as the current reality by which the committee is governed. The School of Music reserves the right, however, to voice philosophical disagreement, when the occasion presents itself, with policies not of its making and which it feels may prove to be ill-advised for the greater benefit of the school, the college and the university.

### 5.3 Policies

5.3.1 The Personnel Committee affirms its commitment to encourage and support a vital program of instruction, scholarship, performance and creative productivity as outlined in the College Guidelines under "Overview."

5.3.2 The Personnel Committee affirms its commitment to those principles of affirmative action articulated as official university policy. In discharging its obligations the committee recognizes its responsibility to observe that commitment in letter and spirit.

5.3.3 In accordance with action taken by the University Council Personnel Committee the following required time restrictions for promotion and tenure decisions will be observed.

- a. Promotions from assistant professor to associate professor will not be recommended until an individual has served at the lower rank, at this and other institutions, for a total of six years, except in extraordinary circumstances.
- b. Promotion from associate professor to professor will not be recommended until the individual has served for six years as an associate professor, except in extraordinary circumstances.
- c. Recommendations for tenure will be considered only during the penultimate year of the probationary period, except in extraordinary circumstances.

### 5.4 General Procedures

5.4.1 Early in each fall semester the Personnel Committee, in consultation with the dean of the college and the director of the School of Music, will establish a timetable outlining the matters that must be completed during the rest of the year, and notify the faculty of important deadlines for the submission of Faculty Service Reports and requests for committee action. Normally, the timetable will include time periods set aside for committee action on requests for sabbatical leave, requests for promotion, requests for tenure, student evaluations of teaching, the annual merit evaluations, evaluation of the director of the School of Music, and other business appropriate to the committee's charge.

5.4.2 The School of Music will maintain a collection of current university, college, and school bylaws and other relevant personnel documents, and will distribute that collection to each member of the Personnel Committee at the beginning of his or her term.

5.4.3 The Personnel Committee will annually elect a recorder to take and distribute the minutes of each meeting, and the chair of the committee will maintain a collection of the minutes, which will be the official reference for queries into past actions of the committee. A duplicate collection of minutes is to be maintained in the School of Music office.

5.4.4 In keeping with the university "dual track" requirement for personnel decisions, the director of the School of Music and the Personnel Committee will reach independent conclusions. Normally, a recommendation for approval or denial that is forwarded to higher authorities will represent agreement between the director of the School of Music and the Personnel Committee.

5.4.5 In accordance with university and college policy, any discrepancy that may exist between a recommendation of the Personnel Committee and a recommendation of the director of the School of Music must be reported to higher authority.

## 5.5 Voting Procedures

5.5.1 All official personnel actions must be taken by formal vote. Normally, this vote will be oral, but written ballots may be employed upon the request of any member of the Personnel Committee. Action on any motion requires a minimum of three (3) votes, excluding abstentions. For a motion to carry, a majority of three (3) affirmative votes must be cast.

5.5.2 Reports of personnel actions to individual faculty or to the College Council will include only the nature of the majority action but not a tabulation of the vote, except that, if the vote is unanimous, that fact may be noted.

5.5.3 The chair of the Personnel Committee will enjoy the same voting rights as other members of the committee.

## 5.6 Procedures for evaluation of Sabbatical Leave Requests

5.6.1 When the Personnel Committee has been informed of college and university deadlines for submission of Sabbatical Leave requests, it will establish its own deadline for School of Music submissions, allowing adequate time for deliberation, and will notify the faculty of that deadline as soon as possible.

5.6.2 After the deadline has passed, the Personnel Committee will review the applications received, and make an assessment of the merit of each individual request. The applications will then be placed in rank order based on merit. No criteria other than merit are to be used in ranking the applications.

5.6.3 After the applications have been ranked by the Personnel Committee and the director of the School of Music, the committee will notify each applicant of the number of requests received, and the rank of that individual application.

5.6.4 The Personnel Committee will wait for the specified time period allowed for Requests for Reconsideration of Personnel Decisions before submitting the ranked applications to the College.

5.6.5 Ranked applications are to be submitted to the College Council through the director of the School of Music, who may include an assessment of the potential effect of each request upon the school's programs.

5.6.6 Requests which were unapproved by higher authority due to insufficient resources and resubmitted in a subsequent year are to be evaluated only upon their merit, and will not receive priority ranking, except that the Personnel Committee may note the fact that the requests had been previously denied for that reason.

5.7 Procedures for Student Evaluation of Teaching

5.7.1 The Personnel Committee will establish a period during each semester for the student evaluation of teaching, consistent with established university and college policy.

5.7.2 The Personnel Committee will remind the faculty of the appropriate conditions under which student evaluation of teaching can be conducted, and to arrange for a person to conduct the evaluation.

5.7.3 The evaluator will pick up and distribute the evaluation forms to the class during the scheduled time, and read the standard script prepared by the university. At no time should the evaluator discuss the faculty member being evaluated, nor should the evaluator respond to any student questions regarding the faculty member's teaching.

5.7.4 At the conclusion of the evaluation, the evaluator should seal the envelope containing the forms, record on the envelope the number of responses contained therein, and return them to the School of Music office.

5.7.5 The Personnel Committee will be responsible for integrating all student responses, both quantitative and qualitative, into the personnel process.

5.7.6 The summary of responses to the student evaluation forms and any written student comments are to be returned to the faculty not later than five weeks after the beginning of the subsequent academic term. Copies of all quantitative summaries will be kept on file by the School of Music.

5.8 Procedures for Yearly Merit Evaluation

*Determination of percentage allocations in Teaching, Creative and Scholarly Achievement, and Service*

5.8.1 For merit evaluation purposes, faculty will choose the percentage from the table below that best fits their allocation of activities in Teaching, Creative and Scholarly Achievement, and Service during the calendar year, and enter these numbers on their Faculty Service Report. Numbers chosen must be in 5% increments (30%, 35%, etc.)

Percentage Ranges for Evaluative Areas		
	Minimum	Maximum
Teaching	30 %	50 %
Creative and Scholarly Achievement	30 %	50 %
Service	20 %	40 %

5.8.2 Before the start of each Calendar Year, each probationary faculty member will meet with the director of the School of Music to propose or revise a personal program of scholarship for review by the director, and to determine an appropriate percentage allocation of his or her activities in Teaching, Creative & Scholarly Achievement, and Service. Care will be taken to assure that the activities planned are of appropriate significance, and that individual commitments in the Service category are not excessive. This process is advisory only. [See University Bylaws 5.216(C)(5)]

*Assessment of Merit*

5.8.3 Merit evaluations of faculty will be based upon the activities of the calendar year evaluation period. The Personnel Committee will limit its deliberations to the evidence that is appropriate to that period only.

5.8.4 At a specified time, each faculty member will submit a Faculty Service Report, in a format approved by the College of Visual and Performing Arts. This report will include the faculty member's documentation of activities undertaken in each area.

Each faculty member will complete the report by providing written documentation as specified for items listed, and will enter the number of points allocated for each of these activities in the spaces provided on the form, thereby indicating the relative weight of each item.

Each faculty member will submit two electronic copies of his or her Faculty Service Report to the School of Music office.

5.8.5 The Personnel Committee will make no merit evaluation for a faculty member who does not submit a Faculty Service Report.

5.8.6 Yearly merit evaluations will be determined in the following manner:

- a. The overall composite rating is determined by combining four independent sources in proportions established by the faculty: student ratings of faculty, School of Music director, School of Music Personnel Committee, and the individual faculty member.
- b. Each of the five members of the Personnel Committee and the director of the School of Music will use a separate copy of the Faculty Service Report submitted by each faculty member. This copy will contain mean scores from student evaluations for each course taught and complete documentation for all activities in Teaching, Creative & Scholarly Achievement, and Service to the University Community and Profession, but will not indicate points assigned by the faculty member.

Some items on the Faculty Service Report carry a fixed number of points. Personnel Committee members and the director of the School of Music will each assign the points indicated if documentation is provided for the item. Without such documentation, no points will be assigned.

For those items on the Faculty Service Report that have a variable range of points, Personnel Committee members and the director of the School of Music will each assign points within the range specified for each item. The assignment of points will be based on documentation provided for the item describing the significance of the listed activity with reference to criteria specified in the Faculty Service Report, which are taken from sections 5.15, 5.16 and 5.17 of the School of Music Bylaws. Without such documentation, no points will be assigned.

During this part of the process, members of the committee will make independent assessments, and will not confer with one another.

- c. After evaluation of the Faculty Service Reports is complete, the Personnel Committee will complete a Faculty Evaluation Summary Sheet for each faculty member. The Summary Sheet includes point totals from the Faculty Service Report as assigned by each Personnel Committee member and the director of the School of Music as well as point totals provided by the individual faculty member. The ex officio College Council members of the Personnel Committee will verify the accuracy of the point totals on the Faculty Evaluation Summary Sheet. Data from these forms will be entered into a School of Music computer that performs all calculations involved in determining the overall composite rating. This rating will be reported to the faculty member.
- d. The faculty member's salary increment will be calculated by an algorithm, approved by the faculty, that determines the percentage of the merit pool associated with each salary and rating.

## 5.9 Procedures for Promotion

5.9.1 When the Personnel Committee has been informed of college and university deadlines for submission of Promotion requests it will establish its own deadline for School of Music submissions, allowing adequate time for deliberation, and notify the faculty, at the soonest possible date, of that deadline.

5.9.2 After the deadline has passed, the Personnel Committee will review the applications received, make an assessment of each request, and subsequently recommend approval or denial of the request.

5.9.3 After the applications have been approved or denied by the Personnel Committee and the director of the School of Music, the committee will notify each applicant of the results.

5.9.4 The Personnel Committee will wait for the specified time period allowed for Requests for Reconsideration of Personnel Decisions before submitting the applications to the College Council.

#### 5.10 Procedures for Tenure

5.10.1 When the Personnel Committee has been informed of college and university deadlines for submission of Tenure requests it will establish its own deadline for School of Music submissions, allowing adequate time for deliberation, and notify the faculty, at the soonest possible date, of that deadline.

5.10.2 After the deadline has passed, the Personnel Committee will review the applications received, make an assessment of each request, and subsequently recommend approval or denial of the request.

5.10.3 After the applications have been approved or denied by the Personnel Committee and the director of the School of Music, the committee will notify each applicant of the results.

5.10.4 The Personnel Committee will wait for the specified time period allowed for Requests for Reconsideration of Personnel Decisions before submitting the applications to the College Council.

#### 5.11 Procedures for Requesting Reconsideration of Personnel Committee Decisions

5.11.1 Any faculty member who is dissatisfied with a Personnel Committee decision concerning him or her may request to appear before the committee to present a case for reconsideration of its judgment.

5.11.2 A request for reconsideration must be presented in writing (via printed hard-copy) to the chair of the Personnel Committee within five (5) school days of the date that the original decision was delivered to the faculty member.

5.11.3 A request for reconsideration should be based on one or more of the grounds for appeal cited in Article 7.1 of the University *Bylaws*, "Appeals at the College Level." However, in accordance with university and college policy, a request for reconsideration at the school level should be an informal attempt at reconciliation. Therefore, the Personnel Committee will not refuse to meet with a faculty member if the request is based on other grounds.

5.11.4 Upon receipt of a request for reconsideration, the Personnel Committee chair will notify the faculty member concerned of the date, place, and time at which he or she may appear before the committee to present his or her case.

5.11.5 At the hearing, the faculty member should present the essence of his or her disagreement in writing (via printed hard-copy), in order that it may be read accurately into the committee's minutes, but may supplement a written presentation with an oral one. The committee will provide the rationale for the action under reconsideration, referring to the documented evidence used in reaching its decision. A collegial atmosphere should be maintained at all times.

5.11.6 At the conclusion of the hearing the faculty member will be excused to allow the Personnel Committee to reconsider its decision. The final judgment will, in normal circumstances, be delivered in writing (via printed hard-copy) not later than three (3) school days following the hearing.

5.11.7 If the attempt at informal reconciliation at the school level is not successful, the faculty member may appeal to the College Council as provided for by university and college regulations.

5.13 Procedures for Annual Evaluation of the director of the School of Music

5.12.1 The Personnel Committee will be governed by the criteria, policies, and procedures contained in governance documents of the Board of Trustees, university, and college.

5.13 General Criteria

5.13.1 General criteria for recommendations concerning promotion, tenure, retention and salary are described in the University *Bylaws* and in the College *Policies and Procedures*.

5.13.2 Specific criteria for appointment or promotion to each rank will depend upon the specific duties and responsibilities to which the individual faculty member is assigned. University regulations specify that appointment to all professional ranks presumes completion of "the formal education normally expected in the area of specialization." Except in exceptional circumstances, completed formal education for each teaching area is assumed to be as follows:

- a. Music history and musicology: an earned doctorate.
- b. Music theory: an earned doctorate.
- c. Music education: an earned doctorate.
- d. Composition: Extended study with one or more composers of international repute and/or a distinguished record of prizes, commissions, publications or performances; or an earned doctorate.
- e. Performance: Extended study with one or more performing artists of international distinction, and/or a distinguished record of performances and/or recordings--such as appearances as a professional recitalist, a member of a professional chamber ensemble of recognized quality, a member of a larger ensemble under the direction of a conductor of recognized stature; or an earned doctorate.

5.13.3 In exceptional circumstances, as provided in the Board of Trustees regulations, the Personnel Committee will consider other qualifications in making its recommendations. It should be noted, however, that the committee cannot consider every case with some individual characteristics as an "exceptional circumstance."

5.14 Evaluation of Teaching

5.14.1 Evaluation of Teaching will be based on the following, and will include student evaluation:

- a. Instructional design
- b. Instructional delivery
- c. Command of the subject matter
- d. Record keeping and course management
- e. Other teaching activities

5.14.2 It is the responsibility of individual faculty members to document the relative merit of activities in relation to the above items by making reference to the following as appropriate:

- a. Syllabi and other course materials
- b. Tools to assess student learning outcomes
- c. Curricular development
- d. Development and/or use of instructional technology
- e. Assessing and improving effectiveness as a teacher
- f. Professional development
- g. Innovative instructional techniques
- h. Efforts to increase knowledge of the discipline and/or pedagogy

5.14.3 The college holds that its primary obligation is to provide quality instruction and guidance to students. The corresponding obligation of faculty is to maintain the vitality of the instructional program by engaging in activities that contribute to the discovery, transmission and application of knowledge and skills. Ordinarily, excellence in teaching will be of such importance that no faculty member will be considered for tenure, promotion or merit increment without documentation of continuing quality in teaching. The evaluation of teaching will be based on multiple criteria and will include student evaluation. Other criteria may include: self evaluation, student advising, course materials, anonymous examples of student work solicited and presented by the faculty member, evidence of professional development, other material submitted by the faculty member.

#### 5.15 Evaluation of Creative and Scholarly Achievement

5.15.1 Evaluation of Creative and Scholarly Achievement will be based on the following activities:

- a. Professional development
- b. Presentations
- c. Publications
- d. Performances
- e. Recordings, Compositions, applications of Technology
- f. Professional recognition
- g. Ongoing research or creative activity

5.15.2 It is the responsibility of individual faculty members to document the relative merit of activities in relation to the above items by making reference to the following criteria:

- a. Significance of the work
- b. Quality of the work
- c. Quantity of the work
- d. Peer review

#### 5.16 Evaluation of Service to the University Community and Profession

5.16.1 Evaluation of Service to the University Community and Profession will be based on the following activities:

- a. Committee service
- b. Professional service
- c. Professionally oriented public service activities (scholarly or artistic)
- d. Other university, college, and school service

5.16.2 It is the responsibility of individual faculty members to document the relative merit of activities in relation to the above items by making reference to the following criteria:

- a. Quality of the work
- b. Quantity of the work
- c. Scope and impact of the work
- d. Evidence of your ability and willingness to contribute and work cooperatively with colleagues in support and improvement of programs within the school, college, and university

## **ARTICLE 6: AMENDMENT PROCEDURES**

- 6.1 Amendment of these Bylaws will be accomplished in the following manner:
  - 6.1.1 A proposed amendment may be presented in writing (via printed hard-copy) at any regular meeting of the school faculty, but no action will be taken on a proposed amendment prior to the next regular faculty meeting.
  - 6.1.2 Approval of the proposed amendment by a three-fourths vote of those faculty members eligible to vote.
  - 6.1.3 Minor editorial changes that do not affect the substance of a bylaw may be made, when necessary, with the approval of the director of the School of Music
- 6.2 All amendments will be in accordance with the regulations of the college, the university and its governing board.