

## **POLICY MANUAL**

### **University of Louisville School of Music**

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## **I. Operational Definitions**

### **A. Professional Duties of the Faculty**

Excellent teaching is of primary importance to the School of Music. Activities including research, creative achievement, extramural performance, and service are also valuable and important both in and of themselves and because they invigorate one's teaching and bring recognition to the School. All faculty members must maintain a reasonable balance in their work so that neither teaching nor extramural professional activity is consistently neglected.

### **I. Classes**

Faculty members are expected, as a matter of course, to meet all classes and lessons that they are scheduled to teach. If a professor must miss a private lesson, it is understood that the student will be notified as far in advance as possible and that the lesson shall be rescheduled at the earliest possible time. If a professor must miss a class, a substitute should be provided when possible.

### **II. Students**

Faculty members are expected to maintain a professional concern about a student's continued progress, regardless of their assessment of a student's abilities.

### **III. Convocations**

Faculty members are encouraged to attend convocations. Attendance at the opening convocation on the first day of each school year is mandatory for all faculty members.

### **IV. Juries and Oral Exams**

Faculty members (full-time and part-time) are required to attend juries within their appropriate performance areas. For graduate orals, faculty chairing thesis committees are expected to attend the oral examination of the graduate candidate. Applied faculty are expected to attend the oral examinations of their students.

### **V. Student Recitals/Events**

Faculty members are encouraged to attend student recitals and events, especially those in their area, as well as important student events.

### **VI. Faculty Recitals/Events**

Faculty members are encouraged to attend recitals and events given by faculty colleagues and concerts presented by School performing groups.

### **VII. Faculty Meetings**

Full-time members are expected to attend all faculty meetings as well as meetings of committees and other groups, both in the School of Music and the University, to which they have been elected or assigned. Part-time faculty members are encouraged to attend faculty meetings.

### **VIII. Ethics**

All faculty members should cultivate professional ethics in their relationships with colleagues and students. In the event of disagreements with their colleagues, faculty should make every effort at resolving them through informal processes; the most important step should be discussions with the colleagues involved. In all instances, students should be protected and should not become a party to faculty disagreements.

UofL's employee relations procedures on Discrimination and Harassment can be found on the UofL Human Resources page at: <https://louisville.edu/hr/employeerelations/discrimination-and-harassment>

## B. Appointment and Assignment

- I. Appointment: refers to the work a faculty member does for their primary Concentration. Each School of Music faculty member is appointed at the time of hire to work in a single Concentration for the purposes of both teaching and research/creative activity.
- II. Assignment: refers to teaching or other duties in a different Concentration from the faculty member's appointment. Some faculty members may have additional teaching or other assignments in one or more concentrations that are different from their appointment. Any assignment to a different Concentration has no bearing on expectations for the faculty member's research/creative activity or teaching in the appointed Concentration. That is, a faculty member is not expected to produce research/creative activity for any Concentration in which the faculty member is only assigned teaching or other duties.
- III. Joint Appointment: In Joint Appointments that are held in other units of the University, both departments involved in the joint appointment have expectations for the faculty member's research/creative activity. This is not typical of appointments in the School of Music. Faculty should consult their contract to clarify the nature of their appointment.

NOTE: The Concentration to which a faculty member is appointed is defined at the time of hire, and that is the Concentration in which the teaching and research/creative work aspects of a faculty member's reviews will be based. However, when a faculty member's assigned duties in a different Concentration affect the faculty member's available time for teaching and/or research/creative activity in the appointed concentration, this should be taken into consideration at the time of reviews.

The Annual Review encompasses a faculty member's appointment and any other assignment. Tenure and promotion are based only on a faculty member's appointment, unless the candidate specifically requests that their work in any other assigned areas be taken into account. In such cases, this may only be used to strengthen the candidate's application.

## II. Faculty Personnel Policies

### A. Types of Reviews

In the School of Music there are five types of faculty review: annual review, pre-tenure review, tenure review, promotion review, and periodic career review. In this document, information and procedures common to all reviews are detailed first, followed by information specific to each type of review.

### B. When Reviews are Conducted

1. Annual reviews are conducted each year. In years when the University budget allows for merit increases in salary, the amount of any such increase will be determined by the annual review.
2. Pre-tenure reviews are conducted at the mid-point of the probationary period, i.e., between the time an individual has been appointed into a tenure-track position and the time he or she is reviewed for tenure.
3. Promotion and tenure reviews: Faculty members shall normally remain in the ranks of assistant and associate professor for a period of six years each, undergoing review for promotion to the next rank during the sixth year. The review for tenure shall normally occur simultaneously with the review for promotion from assistant to associate professor.

4. Periodic career reviews: Faculty members with tenure shall undergo a periodic career review after every fifth year of service. When the review period ends in a sabbatical or other leave, the periodic career review shall be deferred until the next academic year. A promotion shall replace a periodic career review for the period in which the promotion occurs (The Redbook, Section 4.2.4).

C. General Criteria to be Used in All Reviews of Faculty

1. Teaching

- a. The primary requirement for a positive personnel action is effective teaching. Thorough preparation, mastery of the subject matter, and effective communication thereof are essential. The individual teaching style and approach of any faculty member, however, is of necessity a matter of personal determination.

Furthermore, they shall demonstrate, at minimum, proficiency in research/creative activity and service, exhibiting a strong commitment to the highest standards in music and achieving significant professional stature.

- b. Evidence of classroom and ensemble teaching effectiveness will be gathered from careful consideration of course organization, syllabi, instructional materials, evidence of planning and preparation, knowledge of subject matter, efforts to encourage student participation, and student course evaluation forms. In the academic year of a pre-tenure, tenure, or promotion review, evidence will also be gathered from classroom visitation by at least two members of the candidate's Initial Review Committee, who shall each attend two or more classes taught by the faculty member under review in the course of a semester. The last of the observations shall take place at least three weeks before the Initial Review Committee vote. The faculty member being observed shall have at least one-week notice prior to each observation. A written summary shall be placed in the faculty member's file within one week of the observation, and a copy of that summary shall be given to the faculty member. The faculty member may respond in writing within one week.
- c. Evidence of the effectiveness of studio teaching will be evaluated by the quality of student performance at convocations, juries, and concerts, and from a careful consideration of student course evaluation forms.
- d. The development of new courses or innovative, effective teaching approaches shall be considered when appropriate. A faculty member under consideration may provide evidence of such innovative approaches, new courses and/or programs. In the case of major innovations, it may be thought more appropriate to consider these as creative activity.
- e. Two levels of activity with regard to recital and thesis committees shall be considered. The first activity level is that ~~The~~ the student's studio teacher, in the first case, and chief reader, in the second case, shall receive teaching credit for their work. The second activity level is that ~~Other~~ other members of both recital and thesis committees shall receive service credit instead of teaching credit for their work, unless otherwise stipulated by the Annual Work Plan. A faculty member under consideration may present evidence of participation as a reader on graduate thesis committees.

2. Research and Creative Activity

The School of Music recognizes and encourages a diversity of contributions in musical performance and composition, scholarly research, and other sorts of creative activity. It is understood that faculty who are primarily performers or

composers engage in research and creative activities, the result of which is normally performance and/or recording rather than scholarly publication.

- a. Research and creative activity may include but not be limited to publishable books and articles, performances, compositions, recordings, arrangements, demonstrations, and papers presented at professional conferences and meetings. To the extent that they represent serious research and creative activity, presentations to musical and educational conventions, workshops, master classes, or seminars as well as research grant proposals and the like are also recognized. The specific standards within a Concentration shall be determined by the Concentration faculty.
- b. The evaluation of research and creative activity is based on documented evidence. Research that leads to the development of major innovations in effective teaching and research methods is recognized as significant creative activity. Participation in interdisciplinary programs is encouraged and is recognized when it involves significant research and creative effort.
- c. Non-recorded performances, such as presentations, recitals, concerts, lectures, and demonstrations to the public, shall also be considered. The faculty member under consideration must provide evidence of such occurrences by printed programs, reviews or the like.
- d. Research or creative activity in progress may also be considered an achievement to the extent that the faculty member under consideration has developed it to the point that the quality of the work can be considered by Initial Review Committee and the Personnel Committee.
- e. In reviewing research and creative activity, both the quality and quantity of work will be considered, but quality will be considered of primary importance.
- f. When a faculty member under review has had extraordinary teaching or service obligations during a significant part of the period under consideration, this shall be taken into account in any judgment of his or her research and creative activity.

### 3. Service

- a. Service to the University. Faculty participation in the governance and operation of the School of Music and the University is important in maintaining the strength of the School.
  - i. Service to the School of Music entails participation in faculty meetings and faculty committees. It may also include administrative assignments, academic advising, serving on recital committees, the sponsorship of student groups or other services to students, and the performance of special tasks assigned by the faculty or Dean.
  - ii. The School of Music has an important obligation to participate actively in the affairs of the University community. Therefore, faculty members are encouraged to provide service to the University as well as to the School of Music as opportunities allow. Participation on University committees, performance of University governance or administrative tasks, and acceptance of significant advisory positions within the University shall be considered evidence of service to the University.
  - iii. The quality as well as the quantity of service to the School of Music and University shall be considered.
- b. Service to the Profession. Service to the profession is expected of music professors. Active participation in professional organizations, service on music committees and commissions, presentations at professional education seminars,

and participation in professional meetings are examples of acceptable forms of professional service. The receipt of professional honors and awards may be evidence of professional service.

- c. Service to the Community. Service to the community (local, state, and national) may take many forms: speeches and interviews; service on community committees, task forces and commissions; and presentations concerning the music profession to community groups, schools and the like are considered as service to the community. To be considered as service to the community, the activity should normally be related to one's status as a musician or as a professor.

#### 4. The File

- a. In the case of Pre-Tenure, Tenure, and Promotion reviews, the candidate will assemble a file to be reviewed by the appropriate committees. Such a file may comprise physical and/or electronic materials, all of which must be made available in the format required by the Provost's office. All materials shall be made available to members of the committees by the Dean's Office. Section II.E below gives more detail about the contents of the file.
- b. The candidate shall have access to and may respond in writing to any material that is placed in the file, but neither the candidate nor anyone else shall have the right to remove anything from the file.
- c. A faculty member under consideration may solicit and provide letters of support in all areas of evaluation, including teaching, research/creative activity, and service. To be appropriately considered, letters should be received two weeks prior to the Initial Review Committee vote. The Dean's Office will solicit letters from unit faculty via electronic mail one month in advance of the Initial Review Committee vote.

#### 5. Other Criteria

- a. A faculty member hired with the understanding that his or her professional experience upon the initial appointment is equivalent to an advanced degree may not be denied tenure and/or promotion because of the lack of such degree, unless the contract at the time of hiring stipulates the acquisition of such a degree by a specified date as a condition of continued employment. The lack of a terminal degree shall not be considered prejudicial in any subsequent personnel reviews.
- b. The appropriate quality and quantity of scholarship, research, creative activity, and service are to be determined by the faculty within the Concentration.

### D. Specific Guidelines for Each Type of Review

#### 1. Annual Work Plan and Annual Review

##### a. Requirements and Procedures

- i. The Annual Review consists of a review of the teaching and research/creative activity each faculty member does for his or her Concentration appointment as well any duties—teaching or other—assigned for another Concentration. Service activities are also considered in the Annual Review. The Dean and at least one other person are involved in the Annual Review; the Dean writes a letter of performance evaluation.

If a faculty member is assigned duties in another Concentration, evaluation of those assigned duties will be included in the Annual Review. The Annual Review is the appropriate place both to evaluate the faculty member's performance of those duties and to consider what effect those assigned duties are having on the faculty member's appointment.

Any administrative duties held by the faculty member are considered separately in the Annual Review.

The Dean's letter should distinguish the two categories of appointment and assignment and should make clear that only the activities in the faculty member's appointment will be considered toward tenure and promotion.

- ii. Each tenure-track or tenured faculty member will develop and submit for the approval of the Dean an Annual Work Plan for the coming year in consultation with the appropriate parties, described below in section II.D.1.a.vii. The Annual Work Plan shall detail courses to be taught, as well as outline any planned research and other creative activity and service to be undertaken, and shall be consistent with The Redbook, Section 4.3.1, Annual Work Plan and Presence at the University.
- iii. The annual review shall measure achievement of the goals outlined in the Annual Work Plan and will be based on documentation of performance as outlined in this document. Faculty may also report at the time of the annual review other measurements such as, but not limited to, record of innovations in teaching, new course development, involvement in student recruitment, representation of the School of Music off-campus, and grants sought and/or awarded.
- iv. Consideration for an annual salary increase shall be based on the merit of all professional activities, regardless of whether or not an outside fee or salary was received.
- v. Faculty may not be penalized for lack of activity in areas not specified ~~assigned~~ in the Annual Work Plan.
- vi. Faculty members may place documentation that qualifies them for a salary increase in their annual review files. The Dean must base salary decisions on the contents of the review files in addition to the recommendation(s) of the appropriate parties described in section II.D.1.a.vii and a review of student course evaluation forms.
- vii. The faculty member will be responsible for and shall submit a Professional Activities Summary, along with any supporting documentation. Except for new faculty, this documentation shall cover the preceding calendar year.
- viii. Decisions on performance evaluations and the awarding of annual salary increases shall be made by the Dean in conjunction with the parties described in the following sub-sections:
  - (a) Department of Performance Studies
    - (1) The faculty member's Concentration Coordinator and Area Coordinator, each of whom presents independent reviews. In the case of review for an Area Coordinator, Faculty Committee shall substitute a tenured faculty member from the same Area.
    - (2) In the case of review for a Concentration Coordinator, the Department Chair and members of the Concentration Faculty, who will convene for their collective review. For Concentrations with more than five members, the Faculty will appoint three members to conduct a representative review for the Concentration on an annually rotating basis. Each of these two parties—Chair and faculty—conducts independent reviews.
    - (3) In the case of review for the Department Chair, the Concentration Coordinators within the Department, each of whom presents an independent review.

(4) The faculty member who writes the review must be tenured. In the case of an untenured Concentration Coordinator or Department Chair, another tenured Coordinator or Department Chair will be substituted.

(b) Department of Academic and Professional Studies

(1) The faculty member's Department Chair

(2) In the case of review for a Concentration Coordinator, the Department Chair and members of the Concentration Faculty, who will convene for a collective review. For Concentrations with more than five members, the Faculty will appoint three members to conduct a representative review for the Concentration on an annually rotating basis. Each of these two parties—Chair and faculty—conducts independent reviews.

(3) In the case of review for the Department Chair, the Concentration Coordinators within the Department, each of whom presents an independent review.

(4) The faculty member who writes the review must be tenured. In the case of an untenured Concentration Coordinator or Department Chair, another tenured Coordinator or Department Chair will be substituted.

- ix. In view of the distinctive and diverse talents of the School's faculty, it is the responsibility of the person(s) identified in section II.D.1.a.vii to make equitable salary decisions which take into account faculty diversity and to compare and reward the faculty's diverse effort appropriately.
- x. Probationary faculty must demonstrate proficiency in teaching, research/creative activity, and service. The evaluation of tenured faculty shall take into consideration the categories of teaching, research/creative activity and service as articulated in the Annual Work Plan, as well as the faculty member's personal and professional contributions towards the attainment of his or her Concentration's goals and objectives as well as those of the School.
- xi. Each annual review, as expressed in the performance evaluation letter, shall summarize overall annual performance as unsatisfactory, satisfactory/proficient, outstanding, or exceptional. Only unsatisfactory reviews would not be eligible for merit raises.
- xii. The Dean shall inform faculty members, in writing, within two weeks of Spring Commencement, of results of the performance evaluations, noting areas of strength as well as recommendations for improvement if necessary, and recommendations, if any, for salary increases. The performance evaluation will include notice of who was involved in the review process. Each faculty member shall be given the opportunity to respond to these recommendations and his or her performance evaluation so that timely adjustments may be made before the Dean's final recommendation and within the 10-month contract period. (The Redbook, Section 4.2.1, Annual Reviews).
- xiii. If no Annual Review is received by the faculty member by July 1, then it is assumed that the faculty member is performing at the exceptional level.
- xiv. If a tenured faculty member receives an Unsatisfactory Annual Review, a three-member committee selected by the Faculty Committee shall be appointed to evaluate the review. The members of the review committee should be tenured and at or above the rank of the faculty member under



review. When possible, the members of the review committee should be drawn from the faculty member's Concentration. At the same time that the Dean informs the faculty member of the unsatisfactory annual review, the Dean will also notify the Faculty Committee of the unsatisfactory review and the need to appoint a review committee.

The review committee will begin its review at the start of the following academic year and complete it before the end of the third week of the semester. The committee will review the faculty member's Annual Work Plan and Professional Activities Summary as well as the performance evaluation from the Dean. The committee will report its findings in a letter addressed to the faculty member and the Dean.

If the unsatisfactory review is found appropriate, then the committee shall recommend strategies for improvement. If the unsatisfactory review is found inappropriate, then the committee may recommend that the annual review be reconsidered by the Dean, and/or that the faculty member take action challenging the review through the appropriate channels.

- xv. The Dean shall make to the faculty and to the University Provost an annual report which shall contain at least a frequency distribution of the percentage salary increases received by all faculty members in the unit and a description of the evaluation system used to derive such increases.
- xvi. Faculty members who believe that they have been unfairly evaluated and/or denied an annual salary increase or that the amount of their increase was not commensurate with their degree of achievement may appeal the decision to the Dean by September 1 of the same calendar year for informal resolution. The Dean shall respond by September 15. If, after having received a written response from the Dean, the faculty member continues to feel dissatisfied with the Dean's decision, he or she may file a written appeal with the Personnel Committee by September 30. The Personnel Committee will review the appeal and make its recommendation to the Dean by October 15.
- xvii. The School of Music shall archive faculty annual reviews.

b. Timetable

- i. New faculty members will complete an Annual Work Plan at the time of their initial appointment; all other faculty members will submit Annual Work Plans to the Dean by February 1 for that calendar year. Approved documents shall be placed in the faculty member's personnel file.
- ii. Faculty members may revise the Annual Work Plan in consultation with the appropriate Concentration Coordinator, subject to approval by the Dean, no later than October 15.
- iii. The Annual Work Plan may be developed over a two- or three-year period in order to provide responsive flexibility that meets the needs of the faculty and the School of Music.
- iv. Reviews for annual salary increases shall be conducted in writing each calendar year. For new faculty, the review will encompass the period from the date of appointment to the end of the calendar year. If funding in any given year does not allow for recognition of meritorious performance, the review(s) shall be included in future merit reviews when funding is available.

## 2. Pre-Tenure Review

- a. Requirements, Procedures and Timetable different from those required by the Annual Review
  - i. Each probationary faculty member in the School of Music shall be reviewed at the mid-point of the probationary period at the University. The purpose of the review is to inform the faculty member of the unit's perception of the progress being made towards meeting the standards required for tenure. The faculty member is evaluated only with regard to the appointment to a specific Concentration, not with regard to any assignment to another Concentration.
  - ii. The review shall be conducted at the same level of rigor and by the same process as a tenure review, except that external evaluations of research/creative activity shall not be required. The results of the review shall be made available to the faculty member. The faculty member shall provide evidence of excellence in teaching and proficiency in research/creative activity and service as described in Section II.C.
  - iii. The pre-tenure evaluation originates with an Initial Review Committee whose constitution is outlined in Section II.D.2.b.i. (b). The evaluation and recommendation of the Initial Review Committee shall be forwarded by the Chair of the Initial Review Committee to the Personnel Committee (whose constitution is outlined in Section III.B.5.a.i), which shall make its own review of the file and write a recommendation to the Dean. The Pre-Tenure Review is complete after the Dean reviews the file; unlike Tenure and Promotion reviews, the Pre-Tenure review does not go beyond the School of Music. The results of each step of the review shall be made available to the faculty member.
  - iv. The record compiled for pre-tenure review shall be maintained as part of the evidence to be considered in tenure review.
  - v. During the spring semester, before eligible faculty members are scheduled for pre-tenure review, the Dean shall notify in writing each Concentration Coordinator and each Department Chair of those faculty members up for review.
  - vi. The Dean shall also inform the ~~Personnel~~ Faculty Committee, the faculty member(s) under consideration, and other full-time members of the concentration(s) in which the faculty member(s) under review has assigned duties.
- b. Additional Levels of Review for Pre-Tenure Review
  - i. Initial Review Committee Review and Recommendation
    - a. The candidate shall have access to and may respond in writing to any material that is placed in the file, but neither the candidate nor anyone else shall have the right to remove anything from the file.
    - b. The Initial Review Committee consists of the full-time tenured and probationary faculty from the candidate's primary Concentration. If this number is fewer than five, the Faculty Committee will appoint additional members to bring the total to five; these additional members will be drawn from the candidate's Department or if necessary, from the other Department. No member of the Initial Review Committee shall also be a member of the Personnel Committee. The Chair is typically the Concentration Coordinator; when that person is unavailable, the Faculty Committee will appoint another Chair, often the Department Chair.
    - c. The Concentration Coordinator shall convene a meeting of the Initial Review Committee to evaluate the file of the candidate in light of the criteria and standards appropriate to the type of review outlined in the governance documents. Before that meeting, the Concentration Coordinator shall also be responsible for ensuring that the required number of teaching evaluations for the faculty under review are completed

by members of the committee by the required deadline. All full-time tenured and probationary faculty with a primary appointment in the candidate's Concentration are expected to participate in the review, and non-tenurable (term and part-time) Concentration faculty, as well as those with a secondary appointment in the candidate's Concentration are encouraged to do so. The Initial Review Committee will vote by secret ballot on whether or not to recommend that the faculty member has successfully passed the pre-tenure review. Only full-time tenured and probationary faculty with a primary appointment to the candidate's Concentration are eligible to vote, and all are required to vote with the exception of the candidate. The Concentration Coordinator shall submit the vote of the Initial Review Committee by letter, including salient points of the discussion, to the Personnel Committee within one week of the vote.

- d. The candidate shall be notified in writing of the result of the vote by the Concentration Coordinator within one week of the vote. The letter providing the summary of the Concentration discussion shall be available to the candidate. If the vote is negative, such notification to the candidate shall be by certified mail.

ii. Personnel Committee Review and Recommendation

- a. The Personnel Committee shall make its recommendation concerning the candidate's pre-tenure review based on the materials in the review file as well as on the review and recommendation by the Initial Review Committee.
- b. One of the two permanent members of the Personnel Committee shall convene a meeting of the Personnel Committee in order to evaluate the candidate's file in light of the criteria and standards above. Attendance of all committee members is expected. Should a member have to miss due to an extenuating circumstance, it is that person's responsibility to confer with the committee chair prior to the vote.

The faculty member under consideration may appear before the Personnel Committee at the time of its meeting. During this appearance, the faculty member may make a statement, present such evidence as could not be reduced to writing or recordable form, present witnesses, and respond to expressed reservations of any member(s) of the Personnel Committee.

The Personnel Committee may request the faculty member under consideration appear before the Committee. If the faculty member under consideration requests that a recording of his or her appearance before the Committee be made, and such request is made in writing not less than one week before the meeting, the Chair of the Committee shall provide for such a recording to be made. The Committee may invite such other persons as it deems necessary to appear before the Committee. The faculty member under consideration shall be informed if any person is invited to appear before the Committee. Information introduced into consideration by the provisions of this paragraph shall be documented. After their presentation, the candidate and any other invited participants will depart, allowing the meeting to continue.

- c. After due consideration of all available information, the Personnel Committee shall vote by secret ballot on whether or not to recommend that the candidate has passed the pre-tenure review. The recommendation shall be by simple majority vote of the members of the Personnel Committee, and the committee chair shall attest to the results. Following the vote, the committee chair shall inform the Dean. Within one week, the committee chair shall submit to the Dean a written summary of the committee discussion and the results of the vote.
- d. The chair of the Personnel Committee shall send a copy of the letter that summarizes the committee's discussion and tally of the vote to the candidate within one week of the meeting. If the recommendation is negative, such notification will be sent to the candidate by email and

certified mail to the candidate's home address.

- e. The candidate has the right to submit a written rebuttal to any content of the letter from the Chair of the Initial Review Committee and/or the results of the vote. In order for such response to be considered by the Personnel Committee, this response must be received within ten (10) working days of the candidate's receipt of the letter from the Chair of the Initial Review Committee. The letter shall be addressed to the Chair of the Personnel Committee and the Dean.

iii. Dean Review and Recommendation

The Dean shall make a recommendation concerning the candidate's pre-tenure review based on the materials in the review file as well as on the reviews and recommendations of the Initial Review and Personnel Committees. The Dean shall report this pre-tenure review recommendation in the form of a letter to the candidate before the end of the first two weeks of the spring semester.

3. Tenure Review

a. Requirements, Procedures and Timetable, which differ from those required by the Annual Review

- i. In keeping with the mission of the School of Music and the nature of music study, teaching is considered paramount to the qualifications for tenured faculty members. Candidates for advancement to tenure shall demonstrate excellence in teaching and proficiency in research/creative activity and service. They shall, in addition, give promise of continuing at these levels of performance in all of these areas. Further, in accordance with The Redbook, Section 2.5.8, they shall demonstrate adherence to professional standards.
- ii. Completion of the probationary period with positive annual performance reviews and a positive pre-tenure review shall not in and of itself constitute sufficient grounds for tenure.
- iii. The initial review and evaluation for tenure shall be conducted by a committee of faculty members whose constitution is outlined in Section II.D.3.c.i.(b) below. The evaluation and recommendation of the IRC shall be forwarded by the Chair of the Initial Review Committee to the Personnel Committee, (whose constitution is outlined in Section III.B.5.a.i.) which shall make its own review of the file and write a recommendation to the Dean. The Dean will review the file and the recommendations of the Initial Review and Personnel Committees before writing a recommendation that is submitted to the Provost. The recommendation of the Dean shall be the School of Music's recommendation.
- iv. During the fall semester, the Dean shall notify each Concentration Coordinator in writing of all faculty in that Concentration and each Department Chair of all faculty in that Department who must be considered for tenure review in the following academic year. In addition, the Dean shall inform the Faculty Committee, permanent members of the Personnel Committee, the faculty member(s) under consideration, and other full-time members of the faculty about those who must be considered for tenure review.
- v. The candidate shall have access to and may respond in writing to any material that is placed in the file, but neither the candidate nor anyone else shall have the right to remove anything from the file.
- vi. Those desiring consideration for early promotion review should notify the Dean directly by the end of the preceding spring semester.

b. Additional Requirements for Personnel File of Those Seeking Tenure

- i. The Concentration Coordinator shall submit the names of two external evaluators and one alternate for candidates seeking tenure to the Dean's Office.

- ii. External evaluators shall provide comments regarding the quality of research and creative activity, along with justifications for those comments, but recommendations as to whether promotion or tenure should be awarded shall be disregarded.

(a) Selection of External Evaluators

- (1) Qualifications. External evaluators shall be nationally recognized experts in the candidate's field of specialization. Evaluators may include experts not affiliated with academic institutions. Evaluators with academic appointments shall be tenured faculty members and must be at or above the rank to which the candidate seeks promotion
- (2) Neutrality. External evaluators shall be in a position to provide an objective assessment of the candidate's work. Evaluators may not be former mentors or individuals who have collaborated extensively with the candidate on research or creative activity.
- (3) Selection Process. The faculty member under review shall submit names and contact information of five to eight potential external evaluators qualified to evaluate submitted materials. The Concentration Coordinator and Concentration faculty may also submit additional names. The candidate retains the right to challenge any evaluator for cause. The candidate must disclose in writing the nature of any prior association with potential evaluators. The Concentration Coordinator in consultation with Concentration faculty shall select two individuals from the list submitted. Evaluators who are perceived to be potentially non-objective shall not be selected. External evaluations shall be requested by the Dean's Office.

(b) Upon receipt of each external evaluation, the Dean's Office shall redact all reviewer-identifying items and provide a copy of the redacted evaluation to the candidate. The candidate shall have an opportunity to respond in writing to the external evaluation within five working days of receipt before it is submitted to any reviewing body. The Initial Review and Personnel Committees shall have access to all unredacted letters. All of this material shall be included in the file.

- (1) Lengthy documents, recordings, or other material difficult to duplicate shall be made available to members of the Initial Review Committee and Personnel Committee by the Dean's Office.
- (2) The candidate may examine any substantive material in the file but shall not be informed of the identity of evaluators. The candidate may add newly available material evidence for reconsideration by the previous evaluators or rebut any material before the file moves forward.
- (3) Materials submitted to the file may not be removed.

c. Additional Levels of Review for Those Seeking Tenure

i. Initial Review Committee and Recommendation

(a) The candidate shall have access to and may respond in writing to any material that is placed in the file but neither the candidate nor anyone else shall have the right to remove anything from the file.

(b) The Initial Review Committee consists of the full-time tenured and probationary faculty from the candidate's primary Concentration. If this number is fewer than five, then the Faculty Committee will appoint additional members to bring the total to five; these additional members will be drawn from the candidate's Department or if necessary, from the other Department. No member of the Initial Review Committee shall also be a member of the Personnel Committee. The Chair is typically the

Concentration Coordinator; when that person is unavailable, the Faculty Committee will appoint another Chair, often the Department Chair.

(c) The Chair of the Initial Review Committee shall convene a meeting of the Initial Review Committee in order to evaluate the candidate's file in light of the criteria and standards above. Before the meeting, the Concentration Coordinator shall also be responsible for ensuring that the required number of teaching evaluations for the faculty under review are completed by members of the committee by the required deadline. Attendance of all committee members is expected. Should a member have to miss due to an extenuating circumstance, it is that person's responsibility to confer with the committee chair prior to the vote.

(d) Only members of the candidate's Initial Review Committee are eligible and required to vote. The candidate is not a member of the committee, and thus may not attend the meeting nor vote, except as detailed immediately above in clause "(c)." The members of the Initial Review Committee will vote by secret ballot on whether or not to recommend that the candidate pass the tenure review. A letter reflecting the discussion and containing the results of the vote will be written by the Chair of the Initial Review Committee with consensus from voting members. The letter and vote will be sent to the Personnel Committee within one week of the meeting. In the event of a tie, the letter and vote will be presented to the Personnel Committee as it stands.

(e) The Chair of the Initial Review Committee will send the candidate a copy of the letter that summarizes the discussion and vote tally within one week of the meeting. If the vote is negative, such notification will be sent to the candidate by email and certified mail to the candidate's home address.

(f) The candidate may respond to any content of the letter from the Chair of the Initial Review Committee and/or the results of the vote. In order for such response to be considered by the Personnel Committee, this response must be received within ten (10) working days of the candidate's receipt of the letter from the Chair of the Initial Review Committee. The letter shall be addressed to the Chair of the IRC, the Chair of the Personnel Committee, and the Dean.

## ii. Personnel Committee Review and Recommendation

(a) The Personnel Committee shall make its recommendation concerning the candidate's review based on the materials in the review file as well as the initial review and recommendation.

(b) The candidate may choose to appear before the Personnel Committee, or the Personnel Committee may request the candidate to appear. During this appearance, the candidate may make a statement, present any evidence that could not be reduced to writing or recordable form, and respond to any members of the Personnel Committee. The candidate may request that this meeting be recorded. If recorded, the chair of the Personnel Committee shall be responsible for such a recording, provided sufficient notification is given.

(c) The Personnel Committee may invite such other persons as it deems necessary to appear before the Committee. Candidates shall be informed if any person is invited to appear before the Committee, shall be informed of the substance of such a meeting, and shall have the right to respond in writing and/or to appear before the Committee prior to the vote.

(d) After due consideration of all available information, the Personnel Committee shall vote by secret ballot on whether or not to recommend that the candidate should be granted tenure and/or promotion. The recommendation shall be by simple majority vote of the members of the Personnel Committee, and the committee chair shall attest to the results. Within two to three weeks, the committee chair shall submit to the Dean a summary of the committee discussion and the results of the vote.

(e) The chair of the Personnel Committee shall inform the candidate in writing within one week of the vote. If the recommendation is negative, such notification shall be by certified mail and shall include the reasons for the negative recommendation. The candidate has the right to submit a written rebuttal of the vote.

iii. Dean's Recommendation to the University Provost

The Dean, having received all material reviewed during the previous steps, shall make a recommendation to the University Provost in the form of a letter. Before the recommendation is sent to the University Provost, the Dean shall provide the candidate a copy of that recommendation. If the recommendation is negative, the letter of recommendation shall be sent to the candidate by certified mail. Only the candidate will see the Dean's recommendation. Before the file is forwarded to the University Provost, the candidate may add newly available evidence and/or rebuttals, in accordance with provisions of The Redbook. The final step of this procedure is the forwarding of the complete set of recommendations and the file to the University Provost as appropriate as specified in The Redbook, Sections 4.2.2.H.5 and 6. Once the file has been forwarded to the Provost, the file is considered closed, and no new materials may be added.

(a) The Dean shall send their recommendation letter to the candidate two weeks before it is due to the Provost. Should the candidate desire to respond, a written response must be received within ten (10) working days of the candidate's receipt of the letter from the Dean. The candidate's letter shall be addressed to the Dean and Provost.

#### 4. Promotion Reviews

a. Requirements and Procedures different from those required by the Annual Review

- i. Candidates for promotion to associate professor shall demonstrate excellence in teaching and satisfactory performance in research/creative activity and service. They shall, in addition, give promise of continuing at these levels of performance in all of these areas and shall demonstrate professional academic conduct in areas covered by the other criteria listed in the section above.
- ii. Candidates for promotion to the rank of professor shall demonstrate excellence in teaching or research/creative activity. Furthermore, they shall give promise of continuing excellence in one or more of the areas of teaching, research/creative activity, and service, demonstrating a strong commitment to the highest standards in music and achieving significant professional stature. They must also demonstrate proficiency in the other areas: teaching, research/creative activity, and service.
- iii. During the spring semester before the faculty member applies for review, ~~The~~ the Dean shall notify each Concentration Coordinator in writing of all faculty in that Concentration and each Department Chair of all faculty in that Department who are being put forward for consideration for promotion review. In addition, the Dean shall inform the Faculty Committee, permanent members of the Personnel Committee, the faculty member(s) under consideration, and other full-time members of the faculty about those who are being put forward for consideration for promotion review.
- iv. Promotion to associate professor normally occurs at the same time as the awarding of tenure.
- v. Promotion to professor normally occurs after six years in the rank of associate professor.
- vi. Timelines and evaluation procedures will be consistent with those outlined for tenure reviews.
- vii. Those desiring consideration for early promotion review should notify the

Dean directly by the end of the preceding spring semester.

## 5. Periodic Career Review

The objective of the Periodic Career Review is to ensure that the faculty member's performance and contribution to the School of Music remain at a satisfactory level, consistent with the standards applied for promotion to the current rank, and with the expectations implicit in the faculty member's Annual Work Plans. Faculty members with tenure shall undergo a career review after every fifth year of service. A promotion review shall replace a career review for the period in which the promotion occurs. When the review period ends in a sabbatical (or other leave), the career review shall be deferred until the next academic year.

- a. If the faculty member under consideration has five consecutive positive annual reviews for the preceding five years, this shall be construed as constituting a positive Periodic Career Review, and a letter attesting to such shall be placed in the faculty member's personnel file and sent to the faculty member.
- b. If a tenured faculty member receives an unsatisfactory annual review, then the procedures given in the section on Annual Review (II.D.1.a.xiv) shall be followed.
- c. If a faculty member receives two or more unsatisfactory annual reviews during a given five-year cycle, then a periodic career review is required. While materials gathered during prior annual reviews will be used in this review process, this review will be more comprehensive and the following considerations will apply.
  - i. The file shall include among other things a current vita, the five preceding annual reviews, and the five corresponding Annual Work Plans and Professional Activities Summaries.
  - ii. The candidate shall have access to and may respond in writing to any material that is placed in the file, but neither the candidate nor anyone else shall have the right to remove anything from the file.
  - iii. The Periodic Career Review will originate in the faculty member's appointed Concentration with an Initial Review Committee. The Initial Review Committee consists of the full-time tenured and probationary faculty from the candidate's appointed Concentration whose appointments are also in the candidate's appointed Concentration. If this number is fewer than five, then the Faculty Committee will appoint additional members to bring the total to five; these additional members will be drawn from the candidate's Department or possibly from the other Department, such as when the candidate is assigned to another Concentration. No member of the Initial Review Committee shall also be a member of the Personnel Committee. The Chair is typically the Concentration Coordinator; when that person is unavailable, the Faculty Committee will appoint another Chair, often the Department Chair.

The Chair of the Initial Review Committee shall convene a meeting of the Initial Review Committee in order to evaluate the candidate's file in light of the criteria and standards above.

All members of the candidate's various Concentrations are invited and encouraged to participate in this meeting, including non-tenurable (term and part-time) faculty as well as those with a secondary assignment in the candidate's appointed Concentration. Only members of the candidate's Initial Review Committee are eligible and required to vote. The candidate may not vote. The members of the Initial Review Committee shall vote "proficient" or "non proficient" by secret ballot.

A letter reflecting the discussion and containing the results of the vote will be written by the Chair of the Initial Review Committee with consensus from voting members. The letter and vote will be sent to the Personnel Committee



within one week of the meeting. The faculty member shall be informed of the outcome of the vote immediately and will receive a copy of the letter within one week of the meeting.

The Chair of the Initial Review Committee will send the candidate a copy of the letter that summarizes the discussion and vote tally within one week of the meeting. If the vote is negative, such notification will be sent to the candidate by email and certified mail to the candidate's home address.

The candidate may respond to any content of the letter from the Chair of the Initial Review Committee and/or the results of the vote. In order for such response to be considered by the Personnel Committee, this response must be received within ten (10) working days of the candidate's receipt of the letter from the Chair of the Initial Review Committee. The letter shall be addressed to the Chair of the IRC, the Chair of the Personnel Committee, and the Dean.

- iv. The Personnel Committee shall make its recommendation concerning the candidate's Periodic review based on the materials in the review file as well as on the review and recommendation by the Initial Review Committee.

One of the two permanent members of the Personnel Committee shall convene a meeting of the Personnel Committee in order to evaluate the candidate's file in light of the criteria and standards above. Attendance of all committee members is expected. Should a member have to miss due to an extenuating circumstance, it is that person's responsibility to confer with the committee chair prior to the vote.

The faculty member under consideration may appear before the Personnel Committee at the time of its meeting. During this appearance, the faculty member may make a statement, present such evidence as could not be reduced to writing or recordable form, present witnesses, and respond to expressed reservations of any member(s) of the Personnel Committee. The Personnel Committee may request the faculty member under consideration appear before the Committee.

If the faculty member under consideration requests that a recording of his or her appearance before the Committee be made, and such request is made in writing not less than one week before the meeting, the Chair of the Committee shall provide for such a recording to be made. The Committee may invite such other persons as it deems necessary to appear before the Committee.

The faculty member under consideration shall be informed if any person is invited to appear before the Committee. Information introduced into consideration by the provisions of this paragraph shall be documented. After their presentation, the candidate and any other invited participants will depart, allowing the meeting to continue.

After due consideration of all available information, the Personnel Committee shall vote "proficient: meeting unit criteria" or "not proficient: not meeting unit criteria" by secret ballot. The recommendation shall be by simple majority of the members of the Personnel Committee, and the Chair of the Personnel Committee shall attest to the results. In the case of a "not proficient: not meeting unit criteria" outcome, the Personnel Committee shall also include a letter explaining the basis on which its decision was made. The faculty member and Dean shall be informed of the outcome of the vote immediately. Within one week of the final meeting, the Chair of the Personnel Committee shall submit to the Dean a letter that summarizes the committee's discussion and tally of the vote; the faculty member will receive a copy of this letter at the same time.

- v. Faculty members whom the Personnel Committee finds to be "not proficient" or "unsatisfactory" who fail to improve their performance to proficient levels, even after completion of professional development programs, shall be liable for

appropriate disciplinary action as specified by The Redbook, Article 4.5.

1. During the Spring semester, the Dean shall notify in writing each Concentration Coordinator of all faculty in that Concentration and each Department Chair of all faculty in that Department who must undergo a periodic career review. In addition, the Dean shall inform the Faculty Committee, the faculty member or members under consideration, and other full-time members of the faculty who must be considered for a periodic career review.
2. Timetable for Unsatisfactory Periodic Career Review
  - a. Faculty whose performance is judged "not proficient" shall have thirty calendar days after the completion of the career review to develop, in consultation with the Dean, a career development plan to remedy the deficiencies in one year, unless the Dean approves a longer period (The Redbook, Section 4.2.4).
  - b. Upon successful completion of such a professional development plan, the faculty member shall then have one year to demonstrate satisfactory performance and will be reviewed at the end of the year in a special career review according to the same standards applied prior to the professional development plan (The Redbook, Section 4.2.4).

E. Contents of the Review File

1. The faculty member shall assemble the following types of documentation for any type of review file.
  - a. A current Curriculum Vitae, copies of the faculty member's Annual Work Plans and Professional Activities Summaries for each of the years under review. Evaluations shall consider only those areas of activity for which the approved Annual Work Plan indicates the faculty member's responsibility.
  - b. Articles, programs, books, scores, recordings, or other such evidence of professional activities.
  - c. Documentation of service to the University, the profession, and the community.
  - d. In addition, faculty may wish to include any other item that contains information concerning criteria listed in previous sections.
2. The following types of documentation, when required as per the specific guidelines following, shall be assembled by the Concentration Coordinator of the faculty member's appointed Concentration, with the assistance of the Dean's Office staff as necessary.
  - a. Peer evaluation of instruction.
  - b. Student course evaluation forms for the period under review, as archived by the office.
  - c. Letters of recommendation or review by persons in the Concentration, the School of Music, the University, or outside the University (including alumni), and the faculty of other areas in which the faculty member may have taught during the period of review. These letters may be solicited by the Concentration Coordinator and/or the faculty member under review. Letters from current students should not be solicited as the student course evaluation forms provide a format for such input.

III. **Committees**

a. Committee Structure

- i. There shall be both standing elected committees and standing committees whose members are appointed or otherwise designated.

- ii. Terms of office for elected committees shall be for three years, determined in such manner that terms are staggered and no more than one-third of the membership is changed in any annual election.
- iii. Except where stated otherwise, the regular members of each committee shall select a chair from among their number at the first meeting of each academic year.

b. Standing Committees

1. Awards Committee

- a. Membership: The membership shall consist of four full-time faculty members, with Academic and Performance Faculties represented by at least one person each, as well as one representative of the School of Music Alumni Council. Alternates may be selected as necessary.
- b. Duties
  - 1) To accept nominations from the faculty for such awards as Distinguished Faculty Awards, Alumni Fellow, Distinguished Alumni, and other such university-wide award programs and to prepare a slate of faculty members for awards offered by the University or the School of Music for submission to the Dean of the School of Music.
  - 2) To inform the faculty concerning awards, regulations, and criteria governing them, and the methods of application or nomination.
  - 3) To propose other awards or changes in the criteria or the procedures concerning awards to the administration of the School of Music.
  - 4) With the approval of the Dean of the School of Music, three members may individually serve as representatives of the School of Music on the three awards committees (teaching, research, and service) of the University.

2. Graduate Studies Committee

- a. Membership: There will be six members as follows: five shall be selected from among the graduate faculty, including representatives from the Performance and Academic Departments; and the Associate Dean shall serve ex officio as a non-voting member. This committee will be chaired by the Director of Graduate Studies, who will also serve as one of the representatives from his or her department. Alternates may be selected by the Faculty Committee as necessary from among the full-time graduate faculty of the School of Music.
- b. Duties
  - 1) To oversee the graduate curricula and to originate, receive, and pass upon all courses offered in the Graduate Concentration. All decisions / recommendations made by this committee must go to the full faculty for vote with the exception of student petitions.
  - 2) To consider and evaluate admission requirements, procedures for establishing candidacy, examinations for graduation, and all academic policies for all graduate degrees.
  - 3) To establish policies, procedures, and standards for graduate theses or other culminating projects.
  - 4) To rule on any petitions for variation from printed graduate curricula.

3. Undergraduate Studies Committee

- a. Membership: There will be six members as follows: five shall be selected from among the faculty, including representatives from the Performance and Academic Departments; and the Associate Dean shall serve ex officio as a non-voting member. This committee will be chaired by the Director of Undergraduate Studies, who will also serve as one of the representatives from his or her department. Alternates may be selected by the Faculty Committee as necessary from among the full-time faculty.
- b. Duties
  - 1) To evaluate all undergraduate curricula of the School of Music.
  - 2) To present all decisions/recommendations regarding undergraduate curricula of the School of Music to the full faculty for vote.
  - 3) To approve all undergraduate courses offered by the School of Music.
  - 4) To be responsible for the effectiveness of the undergraduate curricula and the establishment of appropriate levels of student academic and

performance achievement.

- 5) To be responsible for the coordination of related subject areas and to guard against excessive overlapping of course offerings.
- 6) To be responsible for the establishment of the appropriate aims and objectives for the several curricula and to develop a sound educational philosophy for the effective functioning of the School of Music.
- 7) To be aware of the recommendations of the several accrediting agencies, of the education policies and instructional practices of neighboring institutions.
- 8) To rule on any petitions for variation from printed undergraduate curricula.

#### 4. Music Library Advisory Committee

##### a. Membership

- 1) There shall be five voting members, as follows: four faculty members, of at least two shall be members of the Graduate Faculty and at least one shall be from the Music History Concentration, and one student elected by the Student Council.
- 2) The University Librarian and the coordinator of the Dwight Anderson Memorial Library, or representatives appointed by them, shall serve ex officio as non-voting members.

##### b. Duties

- 1) To assist the Librarian in any phase of the operation of the Music Library which the Librarian shall deem appropriate. However, while the committee must function as an advisory committee to the Librarian, it shall be independent in its consideration of its recommendations and have an independent responsibility towards the Music Library.
- 2) To make recommendations regarding the growth and performance of the Music Library.
- 3) To serve as liaison with the Concentrations and the faculty at large for the purpose of engaging the faculty in the task of building and using the Music Library's collection.
- 4) To solicit on a regular basis recommendations from the faculty for acquisitions.
- 5) To recommend to the Librarian such programs as may encourage the use of the Library.
- 6) To assist the Librarian in obtaining support for the enrichment and expansion of the Music Library.

#### 5. Personnel Committee

##### a. Membership

- 1) The Personnel Committee shall consist of five members, with its membership varying in part with each candidate up for review. It will consist of a core of two tenured full professors (one representing the Performance Faculty and one representing the Academic Faculty) and three ad hoc members selected by the Faculty Committee (two chosen from the candidate's primary concentration and one from the other concentration). The candidate's primary activity, and ancillary activities, if any, shall be represented by at least one member of the Committee. Ad hoc members shall be tenured and, in the case of promotion actions, hold the rank equal to or greater than that sought by the candidate. In cases where a committee cannot be fully constituted according to the guidelines set out here, the Faculty Committee may qualify others to serve as ad hoc members. Concentration Coordinators shall not serve as core members, and shall only serve on committees considering candidates from other Concentrations.
- 2) In the event that a member is unable to fulfill the obligation of membership on the Committee, an alternate shall be appointed by the Faculty Committee. Alternates shall be chosen from the same represented faculty.

##### b. Duties

- 1) To conduct pre-tenure, tenure, promotion, and periodic career reviews, and to submit its recommendations to the Dean of the School of Music.
- 2) To serve as an appeals committee in cases of dispute regarding annual reviews, including allocation of annual salary increases.

#### 6. Faculty Committee

- a. Membership: There shall be five members, with at least one representative each from the Performance and Academic Faculties.

**b. Duties**

- 1) To serve as the Committee on Committees and Nominating Committee for faculty committee assignments and other service liaison assignments. Nominations for committee service may be solicited by this committee, in writing, each spring so that the committee can prepare a slate of nominees to the faculty by the first faculty meeting of the academic year. The committee may also submit to the Dean a list of nominees for appointed committee assignments without prejudice to the Dean's power of appointment. Every effort will be made to insure each faculty member the opportunity to serve on committees, as well as to avoid undue burden upon faculty members.
- 2) To represent the faculty to the administration of the School or to the University, as may appear necessary or advisable.
- 3) To review governance documents as necessary and to make recommendations for amendment to the faculty.
- 4) To provide an information session to new and probationary faculty to review timelines, documents, and expectations.

**7. Scholarship Committee**

- a. Membership: The Scholarship Committee shall consist of five regular members, one alternate, and the Associate Dean who serves ex officio as a non-voting member. Of the five regular members, there must be representation from the Academic Faculty, the Performance Faculty, and the Ensembles & Conducting Concentration. The Scholarship Committee shall be chaired by a tenured faculty member.
- b. Duties
  - 1) To recommend to the Dean allocation of scholarship funds for entering and returning students.
  - 2) Scholarship committee deliberations are held as closed sessions. Faculty members are welcome to request appointments to present information to the committee about their area and/or prospective students. Due to privacy concerns, outside faculty attendance will be limited to the scope of their presentation.
  - 3) No scholarship funds shall be disbursed without the discussion and vote of at least three voting/alternate members.

**8. Student Academic Grievance Committee**

- a. Membership: The Student Academic Grievance Committee shall consist of three regular members and one student, a non-voting member of the committee. The three regular members will be selected to provide one representative each from the Academic Faculty, the Performance Faculty, and the Ensembles & Conducting Faculty. The student member shall be selected by the School of Music Student Council. No member of the Student Academic Grievance Committee shall serve on the Scholarship Committee at the same time.
- b. Duties
  - 1) To oversee academic grievances filed by a student against a faculty member.
  - 2) To submit a written report to the Dean of the School of Music concerning the outcome of the grievance process in a timely manner.

**9. Diversity Committee**

- a. Membership: There shall be four members, as follows: one from the Performance Faculty, one from the Academic Faculty, one student, and one representative of the Music Library. The student shall be chosen by the Student Council and the Music Library representative by the Director of the Music Library. The other two members shall be chosen by the Faculty Committee.
- b. Duties
  - 1) Track and compile an annual report of School of Music events, activities, and offerings that celebrate diversity and foster inclusiveness. These may include (but are not limited to) performances and events, musical compositions, music scholarship, curricula and other offerings, and community outreaches.
  - 2) Advise the dean on fostering an inclusive culture and climate in the School of Music through planned programming and other initiatives in the School of Music.
  - 3) Advise the dean on inclusive strategies for recruiting and retaining faculty, staff,

and students.

10. Technology Committee
  - a. Membership: There shall be seven members. Five faculty (at least two each from the performance and academic departments), the School of Music Technology Specialist, and the SoM Communications Coordinator. The chair shall be chosen from among the five faculty members. The SoM Technology Specialist and Communications coordinator positions will be non-voting ex-officio appointments.
  - b. Duties:
    - 1) To make recommendations concerning technology standards, policies, and procedures with regard to issues within the School of Music.
    - 2) To regularly survey faculty regarding their technology needs.
    - 3) To oversee support of the maintenance of the School of Music website, and to regularly survey faculty regarding their recommendations for website structure and content.
    - 4) To communicate faculty recommendations regarding website content to the SoM Communications Coordinator.
11. Dean's Advisory Committee
  - a. Membership: At minimum, the dean's advisory committee includes the associate dean, the department chairs, and the unit business manager. The expanded advisory committee includes the concentration chairs. The dean should meet with advisory committee on a regular basis, and with the expanded advisory committee at least once a year.
  - b. Duties
    - 1) Consult with and provide feedback to the dean on policies, plans, and directions for the School of Music.
    - 2) Make recommendations for policies to present for faculty approval.
    - 3) Advise the dean on grievances, petitions, or appeals that are impossible to resolve at other levels of the School of Music's internal leadership
  - c. Special Committees

Special committees, including duties and membership, shall be by appointment.

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