

BYLAWS - SCHOOL OF MUSIC

University of Missouri
(Last Amended March 18, 2010)

ARTICLE I: MEMBERSHIP

SECTION A: Faculty Membership

Membership in the faculty of the School of Music shall consist of all professors, associate professors, assistant professors, full-time non-regular faculty, and any others elected to membership by the faculty.

SECTION B: Voting Privileges

Voting privileges and committee membership shall be extended to all faculty tenured in the School of Music and other full-time music faculty except where otherwise stipulated in these Bylaws.

ARTICLE II: FACULTY OFFICERS

SECTION A: Director

1. The Director of the School of Music shall serve as chair of the meetings of the music faculty. In case of absence of the Director, the Associate Director of the School shall serve as chair of the faculty meetings. In cases when the Director and Associate Director are both absent, the Director shall designate a temporary chair for specific meetings of the music faculty.
2. The duties and responsibilities of the Director shall be
 - a. To provide leadership in the development of curricula and instructional methods, and the advancement of the School
 - b. To act as official School representative
 - c. To represent the needs of the School to the Dean of the College of Arts and Science, other University administrators, the University community, and the alumni of the School
 - d. To manage all budget accounts of the School
 - e. To maintain all School records
 - f. To supply each faculty member of the music faculty an up-to-date version of these Bylaws and Standing Rules each fall and at other times within two weeks after substantial changes have been made
 - g. To coordinate programs in areas, student advisement, the use of facilities, the scheduling of activities, and final applied exams
 - h. To consult with area coordinators to oversee and assign loads in teaching, performance, research, and service
 - i. To evaluate faculty accomplishments in teaching, research/creative activity, and service, including the evaluation of tenured faculty
 - j. To evaluate staff performance
 - k. To determine annual salary adjustments of faculty and staff based on faculty and staff annual evaluations
 - l. To evaluate and coordinate all ensembles
 - m. To appoint director(s) of undergraduate and graduate studies for an annual or other specified period, or on a continuing basis
 - n. To appoint area coordinators for an annual or other specified period, or on a continuing basis
 - o. To appoint faculty mentors to incoming tenure-track faculty members
 - p. To appoint faculty to music faculty search committees and other ad hoc committees with specific task assignments
 - q. To appoint a liaison/representative for the School of Music to the Ellis Library for an annual or other specified period, or on a continuing basis
 - r. To provide other services not specified in these Bylaws, as assigned by the administration or music faculty
3. The duties in relation to committees shall be
 - a. To have final authority on student problems, with the option of referral to an appropriate committee for advisement
 - b. To make budget decisions with advice from the Executive Committee
 - c. To serve as an ex officio, non-voting member on the following committees: Curriculum, Scholarship, Personnel, Tenured Faculty, Full Professors, Grievance, and Faculty Development

SECTION B: Associate Director

1. The duties and responsibilities of the Associate Director shall be
 - a. To act as official School representative in the absence of the Director
 - b. To assist the Director in coordinating the use of facilities, the scheduling of activities, and the maintenance of School and University records of instruments and equipment
 - c. To provide other services not specified by these Bylaws, as assigned by the Director

SECTION C: Director of Undergraduate and Graduate Studies and Director of Music Education

At the discretion of the Director, portions of the following duties and responsibilities may also be assigned to the Associate Director

1. The duties and responsibilities of the Director of Undergraduate Studies in Music shall be

- a. To coordinate the advising of students
 - b. To coordinate admissions requirements
 - c. To participate in review processes such as accreditation and program review/planning
 - d. To oversee publications and website for accuracy regarding academic programs
 - e. To serve on School of Music committees as designated in Article V
 - f. To respond to inquiries about the program
2. The duties and responsibilities of the Director of Graduate Studies in Music shall be
 - a. To coordinate advising of students
 - b. To coordinate admission requirements
 - c. To administer all entrance examinations to graduate students entering the School of Music in conjunction and consultation with appropriate area coordinators
 - d. To administer all comprehensive examinations to graduate students completing degree programs in the School of Music
 - e. To participate in review processes such as accreditation and program review/planning
 - f. To oversee publications and website for accuracy regarding academic programs
 - g. To serve on School of Music committees as designated in Article V
 - h. To respond to inquiries about the program
 3. The duties and responsibilities of the Director of Music Education shall be
 - a. To coordinate the advising of students
 - b. To coordinate admission requirements, including admission to Phase II of the Teacher Development Program
 - c. To serve as a liaison with the Department of Learning, Teaching and Curriculum and the College of Education
 - d. To participate in review processes such as accreditation and program review/planning
 - e. To oversee publications and website for accuracy regarding academic programs
 - f. To serve on School of Music committees as designated in Article V
 - g. To respond to inquiries about the program

SECTION D: Secretary

1. A designated administrative assistant of the School of Music shall serve as the Secretary of the music faculty.
2. The duties of the Secretary shall be
 - a. To distribute or post (or both) the minutes of faculty meetings in a timely manner
 - b. To maintain a file of minutes of the meetings of the music faculty for a period of no less than five years
 - c. To assist the Director and other faculty members in preparing materials for faculty meetings
 - d. To assist with other duties as designated by the music faculty or the Director

ARTICLE III: MEETINGS

SECTION A: Meetings

1. Faculty meetings shall be scheduled by the Director or the Dean of the College of Arts and Science. On written request of six faculty members to the Director, a special meeting of the faculty shall be called.
2. A quorum of one more than half of the faculty shall be essential for a meeting to be conducted. If official action by the faculty is needed, a quorum of two-thirds (66-2/3%) of the faculty shall be necessary.
3. The agenda for faculty meetings shall be sent to all faculty members at least two school days prior to the meeting. Proposals, other than amendments to the Bylaws (see Article VII) that are being introduced for faculty action, shall be sent to the faculty at least two school days prior to the meeting.

ARTICLE IV: SCHOOL AREAS

SECTION A: School Areas

1. The areas of the School of Music shall be

<ol style="list-style-type: none"> a. Keyboard b. Voice, Opera, and Choral Music c. Strings d. Woodwinds 	<ol style="list-style-type: none"> e. Brass and Percussion f. Music History and Literature g. Music Theory and Composition h. Music Education i. Large Instrumental Ensembles
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SECTION B: Area Coordinators

1. Area coordinators shall hold office by appointment by the Director.
2. The duties and responsibilities of the area coordinator shall be
 - a. To provide leadership in the development of the area
 - b. To evaluate teachers in the area and submit an annual written evaluation of their respective faculty to the Director
 - c. To preside over area meetings and maintain area records
 - d. To coordinate registration and enrollment in consultation with other area faculty
 - e. To submit unified schedules of course offerings to the Director as requested in consultation with all other area teachers
 - f. To maintain inventory records for the area with direct responsibility to the Director
 - g. To prepare and administer entrance and comprehensive examinations for the area (music education, music history, and music theory) or all jury and performance examinations (applied areas)
 - h. To coordinate the advisement of students in the area
 - i. To coordinate area recitals
 - j. To assign, supervise, and evaluate graduate teaching assistants (or delegate that responsibility), especially in the areas of teaching effectiveness, appropriateness of repertoire, course content, grading policies and practices, etc.
 - k. To monitor recruiting efforts by area faculty, giving advice when appropriate to enhance the recruiting effectiveness of individual area faculty, and to work cooperatively with others in the School in recruiting students

ARTICLE V: COMMITTEES

SECTION A: Authority and Responsibility of Committees

1. All standing and ad hoc committees of the School of Music are sub-units of the faculty of the School.
2. Policy matters of all committees shall be with the advice and consent of the entire music faculty.
3. Procedural matters of each committee shall be determined by its membership when not described in these Bylaws or given as part of the committee's charge.
4. Except for confidential deliberations of the Personnel Committee, the Tenured Faculty Committee, the Full Professors Committee, and the Grievance Committee, all committee meetings shall be open to all music faculty as defined in Article I, Section A of these Bylaws. Only members of the committee may vote. A vote taken with non-committee members voting shall be declared invalid.

SECTION B: Personnel Committee

1. The duties of the Personnel Committee shall be
 - a. To make recommendations to the Director concerning promotion to associate professor, tenure, contract renewal or non-renewal of term appointments, and/or terminal appointments
 - b. To prepare a confidential written synopsis of its recommendation(s) for the Director's disclosure to the faculty members concerned and, if appropriate, the Tenured Faculty Committee
 - c. To conduct annual reviews of all untenured faculty, including the Third-Year or Midpoint Review as required by College and campus regulations
 - d. To review files of all prospective faculty candidates prior to campus interview
2. The membership shall consist of
 - a. Six elected faculty members with tenure at the time that committee service begins:
 - 2 professors holding that rank at the time that committee service begins
 - 2 associate professors holding that rank at the time that committee service begins
 - 2 undesignated academic rank (at-large)
 - b. The term of office shall be for two years from August through July.
 - c. A quorum of five members shall be necessary to conduct committee business.
 - d. The Director shall appoint a temporary alternate in the event of prolonged absence of a regular committee member. In cases where the absence is one year or longer, a special election shall be held in accordance with Section B.5 to fill the remainder of the term.
 - e. The Director shall serve as an ex officio, non-voting member.
3. The committee chair and committee secretary shall be elected by the committee from its membership, and shall have full voting privileges.

4. Eligibility for membership shall be as follows
 - a. Rank of associate professor or higher with tenure and currently on full-time appointment to the University
 - b. Completion of at least two academic years as full-time faculty in the University
 - c. Faculty members shall not serve simultaneously on both the Personnel and Grievance Committees
 - d. Members of this committee who have completed a full two-year term shall not be eligible for re-election until two years have elapsed from the expiration date of their previous membership.
5. Election procedures
 - a. An election shall be held within the last thirty days of the spring semester.
 - b. Voting privileges shall be reserved for those faculty who have completed at least one academic year of full-time teaching in the University.
 - c. Mail ballots shall be used for voting.
 - d. All eligible faculty shall be listed on the first ballot.
 - e. Two ballots shall be used at each election for the professor and associate professor membership. The two nominees receiving the largest number of votes in each rank on the first ballot shall be placed on the second ballot. The candidate with the largest number of votes on the second ballot shall be elected.
 - f. Following the election of professor and associate professor representatives, two ballots shall be used for the election of a faculty member-at-large. The two nominees receiving the largest number of votes on the first ballot shall be placed on the second ballot. The candidate with the largest number of votes on the second ballot shall be elected.
 - g. In the event of ties on the first ballot of items "e" or "f," an expanded number of candidates shall be placed on the second ballot.
 - h. The ballots will be counted by the Director and a continuing member of the Personnel Committee appointed by the Director.
6. The use of confidential information and documents
 - a. All action by the Personnel Committee and information furnished to the committee shall be confidential and shall be released only as provided by these Bylaws.
 - b. Any Personnel Committee member who discloses this confidential information may be subject to review by the Grievance Committee.
7. Committee procedures for evaluating faculty for tenure and promotion to associate professor are set forth in Standing Rule 3.

SECTION C: Tenured Faculty Committee

1. The duties of the Tenured Faculty Committee shall be to evaluate recommendations received from the Personnel Committee on matters of tenure, promotion to associate professor, and/or terminal appointments.
2. The membership shall consist of
 - a. All tenured full-time music faculty, including members of the Personnel Committee, with at least one year of full-time service
 - b. Tenured faculty on leave are members; emeritus faculty are not members
3. The Director shall serve as an ex officio, non-voting member.
4. Eligibility for voting shall be as follows
 - a. All members of the committee must hold tenure.
 - b. All members of the committee shall be eligible to vote on candidates for tenure.
5. The use of confidential information and documents
 - a. All action by the Tenured Faculty Committee and information furnished to the committee shall be confidential and shall be released only as provided by these Bylaws.
 - b. Any Tenured Faculty Committee member who discloses this confidential information may be subject to review by the Grievance Committee.
6. Committee procedures are set forth in Standing Rule 4.

SECTION D: Full Professors Committee

1. The duties of the Full Professors Committee shall be
 - a. To make recommendations concerning promotion to the rank of Professor.
 - b. To fulfill the College of Arts and Science promotion and tenure guidelines that require an annual review of Associate Professors by the Professors in the School. The intent of the process is to provide encouragement to the Associate

Professors for timely progression toward promotion to Professor and to assist the Associate Professors in determining the most effective or efficient steps toward promotion.

2. The membership shall consist of
 - a. All tenured full-time music faculty holding the rank of Professor with at least one year of full-time service.
 - b. Full professors on leave are members, but may choose not to participate in the responsibilities during the leave semester. Emeritus faculty are not members.
3. The committee chair shall be elected by the committee from its membership and shall have full voting privileges.
4. The Director shall serve as an ex officio, non-voting member.
5. The use of confidential information and documents
 - a. All action by the Full Professors Committee and information furnished to the committee shall be confidential and shall be released only as provided by these Bylaws.
 - b. Any Full Professors Committee member who discloses this confidential information may be subject to review by the Grievance Committee.
6. Committee procedures are set forth in Standing Rule 3 (Promotion and Tenure: Procedures) and Standing Rule 8 (Annual Review of Associate Professors).

SECTION E: Director Review Committee

1. The function of this committee is to conduct a review of the Director of the School of Music in the third year of his/her appointment as Director, and every third year subsequently. This review is prepared for the Dean of the College of Arts and Science.
2. The membership shall consist of five members
 - a. Four faculty members with tenure:
 - One elected from the academic faculty (Music History and Literature; Music Theory and Composition; and Music Education)
 - One elected from the applied faculty in Woodwinds; Brass and Percussion; and Keyboard
 - One elected from the applied faculty in Voice, Opera, and Choral; Strings; and Large Instrumental Ensembles
 - One faculty member-at-large appointed by the Dean of the College of Arts and Science following the election
 - b. One staff member, elected by the staff
 - c. The term of office shall be for one evaluation period, normally September through May
3. The committee chair shall be elected by the committee from its faculty membership, and shall have full voting privileges.
4. Eligibility for faculty membership shall be as follows
 - a. Rank of associate professor or higher with tenure and currently on full-time appointment to the School of Music
 - b. Completion of at least two academic years as full-time faculty in the School of Music
 - c. Faculty members shall not serve simultaneously on both the Personnel and the Director Review Committees
 - d. Members of this committee who have served are ineligible to serve on the next committee three years later
5. Election procedures for faculty members on the committee:
 - a. Election procedures shall be held within the first thirty days of the fall semester, prior to the election of the Grievance Committee
 - b. Voting privileges shall be reserved for faculty who have completed at least one year of full-time teaching in the School
 - c. Mail ballots shall be used for voting
 - d. All eligible faculty members shall be listed on the first ballot for the first three members, according to area. Only faculty members from the areas to be represented (academic or specific applied group) are eligible to vote for that representative. These three elections may occur simultaneously.
 - e. Two ballots shall be used for each election; the two nominees receiving the largest number of votes in each category on the first ballot shall be placed on the second ballot. The candidates with the largest number of votes on the second ballot shall be elected.
 - f. In the event of ties on the first ballot, an expanded number of candidates shall be placed on the second ballot.
 - g. The ballots will be counted by the Associate Director and the chair of the Music Personnel Committee
6. Committee procedures are set forth in Standing Rule 10.

SECTION F: Grievance and Faculty Responsibility Committee

1. The function of the committee shall be twofold: 1) to serve as a board of appeals for grievances, or 2) to conduct informal hearings on charges of unethical or irresponsible actions on the part of faculty members or graduate teaching assistants.
2. The membership shall consist of
 - a. Three elected faculty members of the following ranks with tenure:
 - 1 professor
 - 1 associate professor
 - 1 faculty member-at-large
 - b. One alternate at-large with tenure
 - c. The term of office shall be for one year from September through August.
 - d. The Director shall serve as an ex officio, non-voting member.
3. The committee chair and secretary shall be elected by the committee from its membership.
4. The alternate shall serve when necessary to assure full committee membership.
5. Eligibility for membership shall be as follows
 - a. Rank of associate professor or higher with tenure, and completion of at least two years as full-time faculty in the University.
 - b. Faculty members shall not serve simultaneously on both the Personnel and Grievance Committees.
 - c. When the committee is required to deal with matters of faculty responsibility, its membership may be adjusted by the Director to comply with Section 300.010.L.6.a.1 of the "Collected Rules and Regulations" of the University of Missouri.
6. Election procedures
 - a. An election shall be held within the first thirty days of the fall semester.
 - b. Voting privileges shall be reserved for faculty who have completed at least one year of full-time teaching in the School.
 - c. Mail ballots shall be used for voting.
 - d. All eligible faculty shall be listed on the first ballot.
 - e. Two ballots shall be used at each election for the professor and associate professor membership. The two nominees receiving the largest number of votes in each rank on the first ballot shall be placed on the second ballot. The candidates with the largest number of votes on the second ballot shall be elected.
 - f. Following the election of professor and associate professor representatives, two ballots shall be used for the election of a faculty member-at-large. The two nominees receiving the largest number of votes on the first ballot shall be placed on the second ballot. The candidate with the largest number of votes on the second ballot shall be elected. The candidate with the second highest number of votes shall serve as the alternate at-large.
 - g. In the event of ties on the first ballot of items "e" or "f," an expanded number of candidates shall be placed on the second ballot.
 - h. The ballots will be counted by the Director and the chair of the Music Personnel Committee.
7. In dealing with grievance cases, the committee shall be convened at the request of any one of its members. All members, or the alternate, and the Director shall be present at each meeting. In dealing with matters of faculty responsibility, the committee shall be convened for an informal hearing at the request of the accused according to Section 300.010.L.b of the "Collected Rules and Regulations" of the University of Missouri.
8. Committee use of confidential information and documents
 - a. All action by the Grievance Committee and information furnished the committee shall be confidential and shall be released only as provided in these Bylaws.
 - b. One week prior to the hearing of a case in question, the Grievance Committee, the grievant or accused, and the respondent shall have access to all documentary materials pertinent to the case.
 - c. A confidential written synopsis of the Grievance Committee's actions shall be prepared by the committee and disclosed by the Director to the person concerned.

SECTION G: Curriculum Committee

1. Function and procedures of the Curriculum Committee
 - a. The committee shall deal with curricular matters and make the minutes of the meetings available to the faculty.
 - b. Meetings shall be open to music faculty.
 - c. Attendance by area coordinators, entire areas, and/or faculty shall be requested when necessary.
 - d. Proposals shall be receivable from areas, individual faculty, or may be committee-initiated.
 - e. The agenda for a meeting shall be posted in the music office at least two school days prior to the meeting date.

- f. Committee members shall be informed of the agenda prior to the meeting date and shall also receive the written proposals that are to be considered.
 - g. Final ratification of proposals shall be made by the entire faculty.
 - h. The committee shall report to the faculty the disposition of proposals that have been submitted to the College of Arts and Science or the College of Education Curriculum Committees.
2. The membership shall consist of
- a. Director, ex officio
 - b. The faculty from each area of the School shall select one representative to serve on the committee. Although there shall be no limitation of continued service, or renewed service, on the Curriculum Committee, terms of service shall normally be for two consecutive years.
 - c. The Associate Director shall serve as chair of the committee. The committee shall elect secretary from its faculty membership.

SECTION H: Executive Committee

- 1. The function of this committee is as an advisory committee; it provides a forum for members of the School of Music faculty holding leadership positions to discuss issues relevant to the advancement of the School's mission.
- 2. The duties shall be set by the Director and may include (but not be limited to) budget, faculty evaluation procedures, faculty recruitment, special events, and curriculum.
- 3. The membership shall include
 - a. Director
 - b. Associate Director
 - c. Area Coordinators

SECTION I: Scholarship Committee

- 1. The duties shall be
 - a. To advise the Director on scholarship award amounts
 - b. To review the progress of all scholarship students
 - c. To formulate criteria for awarding and renewing scholarships for approval by the music faculty
- 2. The membership shall include
 - a. Director of Bands
 - b. Associate Director of Bands
 - c. Director of Choral Activities
 - d. Director of Orchestral Activities
 - e. Director of Jazz Studies
 - f. Applied Area Coordinators
 - g. Director of Undergraduate and Graduate Studies in Music
 - h. Director of Music Education
 - i. Associate Director, ex officio
 - j. Director, ex officio
- 3. Each person on the committee shall have only one vote regardless of the number of positions he/she represents.
- 4. The Director shall serve as chair of the Scholarship Committee and shall vote only to resolve ties. Duties related to this committee shall be
 - a. To call meetings as necessary
 - b. To receive recommendations from area and auditioning committees
 - c. To schedule scholarship audition dates and sites
 - d. To make appropriate announcements regarding scholarship awards

SECTION J: Ensemble Committee

- 1. The duties of the Ensemble Committee shall be
 - a. To assist the Director of the School in coordinating ensemble activities
 - b. To oversee and enforce the current ensemble requirement as approved by the faculty and to report findings to the Scholarship Committee and appropriate faculty members

2. Membership of the Ensemble Committee shall be
 - a. Director of Bands
 - b. Associate Director of Bands
 - c. Director of Choral Activities
 - d. Director of Jazz Studies
 - e. Director of Orchestral Activities
 - f. Director of Percussion Ensembles
 - g. Associate Director
 - h. Director, ex officio, who shall act as chair of the committee

SECTION K: Search Committees

1. A search committee shall be appointed to review and screen applications for any faculty vacancy in the School of Music.
2. The Search Committee normally shall consist of the members of the appropriate area plus others appointed by the Director.
3. The chair of the Search Committee shall be determined by the Director.
4. Departing members of the area, or members who have been temporary or part-time who are candidates for a permanent or full-time appointment, shall not hold membership on the Search Committee.
5. Members of the School's Personnel Committee are normally eligible for membership only when they are members of the area concerned.
6. Procedures for faculty searches are set forth in Standing Rule 11.

SECTION L: Faculty Development Committee

1. The duties of the Faculty Development Committee shall be
 - a. To evaluate and rank proposals from faculty for professional travel or development activities
 - b. To make recommendations to the Director for funding priorities
2. The membership shall consist of
 - a. Three elected faculty members from the following areas
 - 1 Applied
 - 1 Academic (Theory/Composition, History, Music Education)
 - 1 Conducting
 - b. The term of office shall be for one year from September through August
 - c. The Director shall serve as chair of the committee, as an ex officio, non-voting member, and be responsible for retaining committee records
3. Eligibility for membership shall be as follows
 - a. Rank of assistant professor or higher, holding a tenure-track position, and having successfully completed the third-year review
 - b. Faculty members shall not serve simultaneously on both the Personnel and the Faculty Development Committees
4. Election procedures
 - a. An election shall be held within the first thirty days of the fall semester.
 - b. Voting privileges shall be reserved for faculty who have completed at least one year of full-time teaching in the School.
 - c. Mail ballots shall be used for voting.
 - d. All eligible faculty shall be listed on the first ballot.
 - e. Two ballots shall be used at each election for the three members. The two nominees receiving the largest number of votes in each category on the first ballot shall be placed on the second ballot. The candidates with the largest number of votes on the second ballot shall be elected.
 - f. In the event of ties on the first ballot, an expanded number of candidates shall be placed on the second ballot.
 - g. The ballots will be counted by the Director and the chair of the Music Personnel Committee.

SECTION M: Other Committees and Subcommittees

1. Other standing committees may be structured by the faculty upon amendment to these Bylaws.
2. Ad hoc committees may be formed by the Director or by the faculty.

3. Ad hoc sub-committees may be requested by a standing committee. The faculty shall elect the sub-committee or authorize the Director or the committee chair to appoint the sub-committee.

ARTICLE VI: PARLIAMENTARY AUTHORITY

The parliamentary authority governing all cases not covered by these Bylaws shall be Robert's Rules of Order (Newly Revised) so long as there is no conflict with the Bylaws of the faculty of the University of Missouri or the College of Arts and Science.

ARTICLE VII: AMENDMENTS TO THE BYLAWS

New Bylaws may be adopted, and Bylaws may be amended or repealed at a duly convened meeting of the faculty. Notice of any proposed change in the Bylaws shall be given in writing to all members of the faculty at least one week prior to the time of the meeting at which the proposed change is to be considered. Whenever such a change is proposed, the member or members of the faculty making such a proposal shall file with the Director a written statement in the precise form of the proposed change.

ARTICLE VIII: STANDING RULES

Standing rules affecting policy and procedures of the faculty of the School of Music may be enacted by a majority of the faculty at any regular or called faculty meeting under the provisions of Article III, Section A.2. Such rules become part of these Bylaws upon their approval (or other specified date, if part of the proposal).

Standing Rule 1. Procedural Policy for Course Proposals

The School of Music requires that all courses and sections of courses offered by the School (through the College of Arts and Science, the College of Education, the Honors College, Extension, et al.) be approved by the Curriculum Committee and the faculty of the School of Music. The Curriculum Committee requires that the information outlined below be supplied with all proposals for new courses or changes in existing courses. Much of the information is also required by, or is helpful to, the College of Arts and Science Curriculum Committee, the Honors College, the Graduate School, the Humanities Sector of the Graduate Faculty Senate, Registration, Publications, or a combination of these approving groups. Although the format does not have to follow an outline, it is obligatory that the proposer supply this information at the outset of the approval process. Other pertinent information may be added.

Normally a new course or course change originates from an area or from an individual. The proposer should consult the current online catalogue for models of the course description. The proposer should also use the forms that are to be used for submitting the proposal forward (available online). The proposer might be invited to the meeting when the proposal is to be considered.

1. Identifying and descriptive information

- 1.1 Catalog course entry (i.e., the exact wording to be included in MU catalogs) [Note: items 1.12 through 1.18 are limited to 40 words total]
 - 1.11 Curricular designation (General, Music Theory, Music History and Literature, Applied Music, Instrumental and Vocal Technique, Instrumental and Vocal Repertory, Ensemble Course)
 - 1.12 Suggested course number
 - 1000-1999 primarily for freshmen
 - 2000-2999 primarily for sophomores
 - 3000-3999 primarily for juniors (no graduate credit allowed)
 - 4000-4999 primarily for seniors (no graduate credit allowed)
 - 7000-7999 primarily for master's and doctoral students
 - 8000-8999 primarily for master's and doctoral students
 - 1.13 Proposed descriptive title of the course
 - 1.14 Credits (include justification or clarification in section 2.2 below)
 - 1.15 Description (objectives, goals, procedures, type of instruction [lecture, rehearsal, individual instruction, independent study, etc.], course content, students to whom directed). Some of these items, which are not intended to be placed in publications, may be listed in section 2 below rather than here.
 - 1.16 Prerequisite(s) (include justification or clarification in section 2.3 below.)
 - 1.17 "May be repeated for credit" and maximum credits allowed, if applicable
 - 1.18 Sections, if named
- 1.2 Outline, or syllabus, including:
 - 1.21 Detailed statement of objectives
 - 1.22 Indication of topics or major units to be covered, types and amount of work expected of students, and standards to be met

- 1.23 Methods of evaluation: test(s) and other materials to be used
 - 1.24 Textbooks, scores, reading list and bibliography (including student cost considerations)
2. Justification, or rationale for:
- 2.1 Course
 - 2.2 Number of credits (including why it “May be repeated for credit,” the maximum number of repeats allowed, and why separate courses are not offered instead of one repeatable course [see also 2.6])
 - 2.3 Prerequisite(s)
 - 2.4 Required or elective course:
 - 2.41 If required, is it a substitution or an addition
 - 2.42 For which degree program(s) or curricula
 - 2.43 Date for requirement in degree program to be implemented
 - 2.5 Relation of the course to:
 - 2.51 Other courses in the School
 - a. No duplication
 - b. Need
 - c. Prerequisite to another course
 - d. Extension of another course
 - 2.52 Course(s) in other departments
 - a. Need to be cross-listed
 - b. Need to have approval from another department
 - 2.53 Similar course(s) in other schools
 - a. In the community
 - b. In the state (Consortium)
 - c. In the region (Mid-America Alliance, “Big 12,” “Big 10”)
 - d. In the nation
 - 2.6 Safeguards against students acquiring duplicate credit (see also 2.2 above)
 - 2.7 Relation to goals of the School (College, MU, UM)
3. Implementation
- 3.1 When the course will first be offered
 - 3.2 When the class will meet
 - 3.21 Semester(s)
 - 3.22 Day(s) of the week
 - 3.23 Time of day
 - 3.24 Are conflicts with other courses required of the same student clientele avoided
 - 3.3 Library materials needed which are not in Ellis Library
 - 3.4 Other materials, equipment, supplies and services from the School, University, room (size, facilities)
 - 3.5 Costs (salary, student expenditures)
 - 3.6 Staffing, teaching load, and other budgetary matters

Standing Rule 2. Promotion and Tenure: Criteria, Evaluation, and Definition of Rank

1. Introduction
- 1.1 The School of Music and the University recognize that the processes of consideration for promotion and tenure will produce decisions that will affect the employment and economic status of the individual faculty member. This document is designed to provide the best possible means for judging the performance of an individual, ensuring that activities of similar type and magnitude of importance are given equal consideration, and ensuring the highest degree of fairness to the candidate while safeguarding the interests of the School and University.
 - 1.2 The future distinction of the School of Music depends in large part upon the quality of the judgment exercised in making tenure decisions. For this reason, and because the awarding of tenure represents a commitment of substantial resources on the part of the University, each such recommendation will be made with the greatest possible care and will be the result of thorough and rigorous scrutiny of all relevant information. This extended commitment on the part of the University inherent in the granting of tenure requires that the candidate exhibit not only the potential for future achievement but also a firm record of past achievement. He or she must, upon appointment, show evidence of likely success in all aspects of the academic appointment, thereby indicating a clear potential for eventually achieving the rank of full professor.
 - 1.3 In accordance with University policy, tenure and promotion within the School of Music will be awarded based on faculty accomplishments in three broad categories: 1) teaching, 2) scholarly research and/or creative achievement, and 3) service. General procedures for promotion and/or tenure for each candidate will be defined at the time of the tenure-

track appointment. At the end of the first year, a specific profile will be developed and verified in writing by the School and the College and signed the faculty member. It then becomes the continuing responsibility of the faculty member to document with supportive materials his/her progress toward the profile objectives for the final tenure and/or promotion review. There are requirements unique to every position on this faculty that will have been initially defined at the time of employment. Moreover, these tasks and responsibilities probably will have been amended during the years of employment by virtue of the expected professional growth of the individual and/or the changing needs of the School. It is expected that members of the faculty will make contributions according to their own special talents, *and* contributions that go beyond the requirements of their positions. In view of the above, the application of specific criteria for promotion to any rank or for granting tenure may not preclude recognition of unique qualifications of an individual under consideration. The candidate will be evaluated annually in accordance with established School and College guidelines. Any major changes in the profile as defined at or beyond the end of the first year of appointment will be verified in writing by the School and the College.

- 1.4 These guidelines for tenure and promotion in the School of Music are intended to be in agreement with the Guidelines for Promotion and Tenure promulgated by the University of Missouri system, the University of Missouri-Columbia, and the College of Arts and Science. Should non-compliance be found in the guidelines of the School of Music, the guidelines of the system, campus, and/or College will prevail.

2. Criteria for Promotion and Tenure

2.1 Introduction

The activities listed below are among those considered appropriate professional activities for faculty members on tenure-track appointments at MU. It is not expected that a faculty member will engage in all of the activities listed under any of the following categories. Neither is it expected that a faculty member will be equally active in each of the three categories. As a general rule, faculty appointments will be weighted as follows: 40% to teaching, 40% to research/creative achievement, and 20% to service. Questions as to appropriate balance of activities for a given faculty member should be discussed with the Director of the School; each individual case will be considered on its own merits. In every case, the quality of the contributions is of greater importance than the quantity.

2.2 Teaching

2.21 Promotion and tenure will be granted only if determination is made that the candidate is an effective teacher. Faculty members must possess the ability to arouse curiosity and stimulate creativity that motivates students to high levels of artistic and academic achievement.

2.22 Appropriate activities and expectations for teaching include

- a. Knowledge of subject matter taught, including range, depth, and currency
- b. Development of new courses, programs, teaching materials, and teaching techniques
- c. Evaluation of student achievement based on clearly stated course objectives that are logical, fair, and clearly understandable to the students
- d. Recruiting and retaining talented students
- e. Entering students in competitions, when appropriate
- f. Providing performance opportunities for students in concert (solo, small ensembles, or large ensembles)
- g. Providing learning opportunities beyond class or lesson time, such as performance classes, extra rehearsals, or review sessions
- h. Supervision of papers, theses, dissertations, and compositions
- i. Student advising
- j. Participation in student evaluations each fall and spring semester for each class taught, where appropriate
- k. Maintaining regular office hours for consultation with students and colleagues

2.23 Administrative Responsibilities

Faculty members with appointments that include administrative responsibilities related to teaching and that receive teaching load credit for them will be evaluated on the success of those responsibilities.

2.3 Research/Creative Achievement

2.31 Introduction

- a. Achievement in scholarly research, composition, performance, or conducting is an intrinsic component of the School's mission. It improves instruction, stimulates further faculty growth, serves as a model for student effort, enhances the cultural environment, and contributes to increased understanding in the fields of music and music pedagogy and learning.
- b. Specific expectations will be defined for each faculty member in accordance with opportunities that exist in his/her area of expertise as reflected in his/her faculty profile. Each faculty member's primary efforts will be based on the faculty categories defined below and in accordance with the terms of the

appointment letter. It is understood, however, that a faculty member is not limited to the activities listed in his/her area. It is recognized that many faculty members perform, conduct, write, edit, compose, publish, consult, record, and participate in a wide variety of professional activities

- c. Many of the accomplishments in research and creative achievement that relate to decisions on tenure and promotion are listed below (2.32 through 2.35), generally in order of importance. However, factors such as quality, quantity, scope, content, venue, etc., will have a significant impact on the final evaluation of each accomplishment (see Section 3, Evaluation).

2.32 Research

- a. Appropriate research activities for faculty whose appointments are primarily in music history/literature, music theory, pedagogy, and music education typically include the following:
 - 1. Author or co-author of original book, published or under contract, with a peer and/or editorial review
 - 2. Author or co-author of original articles in refereed journals or scholarly monographs, published or in press
 - 3. Author or co-author of chapters in original books, published or under contract
 - 4. Author or co-author of innovative textbook, published or under contract, with a peer and/or editorial review
 - 5. Editor or translator of books, editor of scholarly editions in music, published or under contract, with a peer and/or editorial review
 - 6. Lectures or presentations (including panels) at professional meetings selected by competitive review
 - 7. Author/programmer of software materials, published or under contract, with a peer and/or editorial review
 - 8. Invited lectures or presentations (including panels) at professional meetings
 - 9. Commissions or contributions to national or international reference works
 - 10. Author of original program notes for professional concerts and liner notes for commercial recordings
 - 11. Book, dissertation, or recording reviews, published or in press
- b. Validation of professional reputation and an established career in research may be affirmed further by the following. These activities alone, however, do not constitute appropriate research activity.
 - 1. Editor or membership on editorial board of scholarly journal
 - 2. Use of books or articles by other institutions as texts or sources
 - 3. Citations of books or articles in the scholarly writings of others
 - 4. Grants written for support of research, either internal or external
 - 5. Winning of prizes, awards, fellowships, or other recognition

2.33 Composition

- a. Appropriate activities for faculty whose appointments are primarily in the area of composition typically include the following:
 - 1. Commercial recordings of compositions, under contract or in production
 - 2. Publication of musical compositions, accepted or in press
 - 3. Commissions for musical compositions, completed or premiered
 - 4. Commissions, publications, or recordings of arrangements
 - 5. Performances of compositions or arrangements by non-MU ensembles or individuals
 - 6. Performances of compositions or arrangements by MU ensembles or individuals
- b. Validation of professional reputation and an established career in composition may be affirmed further by the following. These activities alone, however, do not constitute appropriate composition activity.
 - 1. Grants written for support of composition activities, either internal or external
 - 2. Winning of prizes, awards, fellowships, or other recognition
 - 3. Lectures or presentations (including panels) at professional meetings selected by competitive review
 - 4. Invited lectures or presentations (including panels) at professional meetings
 - 5. Invited or refereed articles in applied or pedagogical publications

2.34 Performance - Individual and Small Ensemble

- a. Appropriate activities for faculty whose appointments are primarily in the area of performance typically include the following:

1. Commercial recordings as a soloist or ensemble member
 2. Invited solo recitals, concerts, or lecture-recitals off-campus in venues that provide a strong possibility of significant peer or critical review, including national and international professional meetings
 3. Recitals or concerts off-campus as an ensemble performer in venues that provide a strong possibility of significant peer or critical review, including performance with major professional ensembles in which the faculty member plays a significant role
 4. Solo recitals or lecture-recitals off-campus at venues without the strong possibility of significant peer or critical review
 5. Recitals or concerts as an ensemble performer off-campus at venues without the strong possibility of significant peer or critical review
 6. Recitals and concerts on-campus as solo or ensemble performer
- b. Validation of professional reputation and an established career in performance may be affirmed further by the following. These activities alone, however, do not constitute appropriate performance activity.
1. Grants written for support of commissioning, performance, or recording activities, either internal or external
 2. Winning of prizes, awards, fellowships, or other recognition
 3. Adjudicator for major performance competitions
 4. Invited masterclass presentation for significant professional or educational organizations
 5. Lectures or presentations (including panels) at professional meetings selected by competitive review
 6. Invited lectures or presentations (including panels) at professional meetings
 7. Invited or refereed articles in applied or pedagogical publications

2.35 Performance - Conducting

- a. Appropriate activities for faculty whose appointments are primarily in the area of conducting typically fit into at least one of the following criteria:
1. Conducting regular MU student ensembles that exhibit exceptional quality.
 - a. Off-campus performances, such as invited or refereed appearances at meetings of professional associations and at other important venues, and important performances during tours by an ensemble
 - b. Performances with guest artists that demand a high degree of interaction
 - c. Premieres or professional recordings
 2. Guest conducting. Invitations for guest appearances are a measure of a conductor's professional recognition. Relative importance may be measured by the stature and visibility of the inviting organization. Major guest appearances include:
 - a. Invited appearances with professional ensemble
 - b. Invited appearances with ensembles at other universities and conservatories
 - c. Invited appearances at all-state festivals or professional music associations
 3. Lectures or presentations (including panels) at professional meetings selected by competitive review
 4. Published scholarly or performance editions or arrangements, especially those with a peer and/or editorial review
 5. Other conducting performances. These are typically in a pedagogical environment or performances that serve as an adjunct to some other activity. Performances of this type typically fit at least one of the following criteria:
 - a. Performances as guest conductor with public school groups, and regional and all-district music festivals
 - b. Brief performances with university ensembles at local and regional off-campus events
 - c. Serving as guest conductor on a recital with other faculty members, such as conducting a large chamber work
- b. Validation of professional reputation and an established career in conducting may be affirmed further by the following. These activities alone, however, do not constitute appropriate conducting activity.
1. Grants written for support of performance, commissioning, or recording activities, either internal or external
 2. Winning of prizes, awards, fellowships, or other recognition

3. Adjudicator for major conducting competitions
4. Invited clinics for professional organizations

2.4 Service

2.41 Introduction

Although all faculty members are expected to provide service to the School and the University community, service usually is not as important as teaching and research/creative achievement. By their very nature, many faculty positions in the School of Music reflect unusually high service profiles. Major service responsibilities as defined in the faculty profile and/or leadership roles in national and state professional organizations may be used as a factor in promotion and tenure decisions.

2.42 Appropriate service activities for music faculty members typically include the following (not in priority order)

- a. Committee work at the School, College, or University level
- b. Public relations work for the School
- c. Service as workshop, camp, or institute director
- d. Campus and community service appearances as speaker, conductor, soloist, ensemble member, panelist, clinician
- e. Serving as a faculty advisor for a student organization
- f. Participation in state or community arts agencies
- g. Participation in the meetings or activities of professional associations as officer, speaker, panelist
- h. University activities (including those at School, College, and University levels)
- i. Service as a consultant to or on behalf of educational institutions, professional associations, or government agencies
- j. Community service

3. Evaluation for Promotion and Tenure

3.1 Teaching

Excellence in teaching in the classroom, studio, or rehearsal hall will be documented using multiple sources from among the following (no priority order)

- a. Course materials, including syllabi, handouts, exams, student projects, etc. will be examined to determine knowledge of subject matter, organization, nature, and enrollment of class, and participation in development of new materials and courses
- b. Programs, jury sheets, degree recital repertoire, etc. will be examined to verify content of applied and ensemble courses
- c. Success in recruitment and retention, including effort made and documents used
- d. Success of students in competitions and acceptance of students to graduate programs at other institutions
- e. Performances by students in recital (solo, small ensembles, or large ensembles)
- f. Supervision of papers, theses, dissertations, compositions, and recitals
- g. Student advising, when appropriate
- h. Results of student evaluation questionnaires
- i. Area coordinator's evaluation, if applicable
- j. Evaluation by the Director or other faculty according to guidelines set forth in the Final Report of the Task Force on Teaching Evaluation and adopted by the MU Faculty Council in December 1990
- k. Faculty self-evaluation
- l. Success of former students, especially those in music professions
- m. Peer review of teaching
- n. Grants written for support of instruction or program improvement, either internal or external
- o. Teaching awards received

3.2 Research/Creative Achievement

3.21 Research

Research/scholarly achievement shall be interpreted as one's sustained and significant contributions toward one's discipline through research and publication. Factors affecting the evaluation of research, publications, and scholarly papers and contributions may include but not be limited to

- a. Quality of scholarship evident
- b. Evidence of originality of thought
- c. Peer and/or editorial review
- d. Scholarly reputation of the journal (article) or publisher (book)
- e. Scope of the article, book, or lecture and (by implication) the amount of effort spent in research and preparation of same

- f. Contribution to significant knowledge and significant synthesis of knowledge in the field
- g. Relationship to other articles, books, and lectures prepared by the author

3.22 Composition

Factors affecting the evaluation of activities may include but not be limited to

- a. Scope and quality of original works written
- b. Performances the original works received
- c. Commissions
- d. Reputation of the performing group
- e. Venue and scope of the performance
- f. Publication, broadcast, and/or recording for commercial sale of original works
- g. Reputation of the publisher or performers used in the broadcast and/or recording

3.23 Performance - Individual and Small Ensemble

Factors affecting the evaluation of activities may include but not be limited to

- a. Quality of the performance, from peer or critical review
- b. Location and nature of the audience
- c. Venue and scope of the performance
- d. Nature of the invitation to perform (resulting from peer review, self-initiated, re-engagement)
- e. Difficulty and scope of music performed
- f. Music performed, whether it has been performed before, is a significant reworking, or is a new addition to the performer's repertoire
- g. Amount (if any) of teaching release time granted for the performance

3.24 Performance - Conducting

Factors affecting the evaluation of activities may include but not be limited to

- a. Quality of the performance, from peer or critical review
- b. Location and nature of the audience
- c. Venue and scope of the activity
- d. Quality and reputation of the ensemble conducted
- e. Music rehearsed and performed, whether it has been performed before, or is a new addition to the conductor's repertoire

3.3 Service

The evaluation of service to the University and to the profession will be based on the quality and amount of effort, its impact on the final outcome, and the importance of the activity. Because service is secondary to the other two categories of activity, no amount of service can compensate for a lack of skill in teaching or for a lack of research/creative achievement.

- 3.4 The above criteria and evaluation procedures for promotion and tenure may also be considered in evaluations for merit salary increases and doctoral faculty eligibility.

4. Definition of Ranks

4.1 Instructor

It is the policy of the School of Music not to employ full-time faculty at the rank of Instructor.

4.2 Assistant Professor

Individuals appointed to the rank of Assistant Professor can be described as follows

- 4.21 The Assistant Professor whose assigned duties are primarily in the areas of music history/literature, music theory, or music education should ordinarily hold an earned doctorate in music or an equivalent degree from an accredited institution of higher learning. Likewise, the Assistant Professor whose primary responsibilities lie in performance, conducting, or composition should ordinarily hold the doctorate as well. If the Assistant Professor in performance, conducting, or composition does not hold the doctorate, he/she should be engaged in active pursuit of the degree, or must document equivalent experience and expertise to the satisfaction of the MU music faculty.
- 4.22 The Assistant Professor must have potential for excellence in teaching, for productivity in research/creative achievement, and for achieving a position of leadership in the profession as a scholar, performer, composer, and/or pedagogue.
- 4.23 The Assistant Professor must possess potential to be promoted to Associate Professor.

- 4.3 Associate Professor
Individuals appointed to or promoted to the rank of Associate Professor must meet the requirements for an Assistant Professor as well as the following
- 4.31 Normally, the Associate Professor should have six years of successful teaching experience at the college level or the equivalent.
 - 4.32 The Associate Professor must have demonstrated success in teaching, achievement in research/creative activity at the regional or national level, and continuing accomplishment in his/her discipline. Distinguished participation in professional activities and service is expected of the Associate Professor.
 - 4.33 The Associate Professor should possess potential to be promoted to Professor.
 - 4.34 Each faculty member at the rank of Associate Professor has the right to full application of the School of Music decision process, for or against promotion to full Professor rank, in the sixth year of appointment at Associate rank and, should promotion not occur, every third year thereafter, and no more frequently, but may request that the School not initiate or carry through this process at this or any such scheduled time.
- 4.4 Professor
Individuals appointed to or promoted to the rank of Professor must meet the requirements for an Associate Professor as well as the following
- 4.41 The Professor must provide continuing evidence of excellence in teaching. He/She is expected to provide leadership in developing the instructional activities of the University and in maintaining the highest academic and musical standards.
 - 4.42 The Professor must have documented evidence that he/she has achieved a position of distinction in the profession as a scholar, performer, composer, and/or pedagogue. His/Her accomplishments in the area of research/creative achievement must be recognized nationally and/or internationally.
 - 4.43 The Professor must have contributed significantly to regional and national professional organizations as well as to the University in service activities.
5. Cautionary Notes
- 5.1 At every level, evidence of excellence in teaching is required; however, teaching ability unsupported by professional growth as demonstrated by significant publications, performances, or compositions will not be adequate to justify promotion.
 - 5.2 Public service related to one's professional responsibilities is a valued component in the overall assessment of a candidate's activities. Public service alone, however, will rarely if ever justify promotion to a higher rank.
 - 5.3 Years of service alone will not be considered adequate justification for promotion to a higher rank.

Standing Rule 3. Promotion and Tenure: Procedures

- 1. Nominations
 - 1.1 Recommendations for promotion, tenure, or terminal appointment may be submitted by the area coordinator or any other faculty member. A faculty member may initiate his/her own candidacy for promotion.
 - 1.2 The Director will issue a call for recommendations by March 1, and the deadline for submitting such recommendations to the Director is April 15.
 - 1.3 Upon receipt of all recommendations, the Director shall notify the entire music faculty of the recommendations that have been received for promotion and/or tenure.
 - 1.4 The Director shall notify, in writing, each person for whom a terminal appointment recommendation has been received.
- 2. Solicitation of Outside Letters of Review
 - 2.1 Each candidate should provide at least six names and addresses of outside reviewers to the Director, on or before May 15. This list should include a brief explanation of the qualifications of each potential reviewer. No outside reviewer recommended shall be a current or former teacher, a current or former faculty colleague, a student, or a personal friend of the candidate.
 - 2.2 The Director, in consultation with the area coordinator or chair of the Personnel Committee, if appropriate, shall select six additional reviewers, from whom letters will be requested. No more than three of the reviewers may be selected from the list submitted by the candidate; the three other reviewers must be selected from the Director's list. Materials to be sent to the reviewers will be prepared by each candidate in consultation with their mentor and the Director.
 - 2.3 Deadline for the receipt of the reviewers' letters references in the School office will be on or before August 1.
 - 2.4 Documentation submitted to outside reviewers should include a recent curriculum vita, plus supporting materials selected by the faculty member from the following list, in accordance with the faculty member's role and responsibilities in the School, and in consultation with their mentor, the Director, and their area coordinator. The vita and supporting materials for the outside reviewers must be submitted in final form by May 1.

- 2.41 Copies of all refereed publications (books, articles, chapter, etc.) representing the candidate's research/scholarship completed since the last hiring, tenure, or successful promotion decision, which ever is the most recent.
- 2.42 Copies and/or recordings of all compositions representing a composer's work completed since the last hiring, tenure, or successful promotion decision, which ever is the most recent.
- 2.43 A recording including a recent sampling of a performer's or conductor's best quality work, and/or commercial recordings featuring the performer or conductor.

Note: Unlike the teacher/scholar who submits only successful efforts for consideration for promotion and tenure, the teacher/artist, by nature of the musical performance, publicly submits all his/her on-campus creative achievement to some level of evaluation. In performance, where there is no recognized jury equivalent to those used by professional journals, the School of Music will attempt to approximate this practice by seeking outside refereed evaluation. Due to the eccentricity of artistic judgment, a broad base of expert opinions must be sought and considered for the formal evaluation process for promotion and tenure.

3. Preparation of Dossier and Supporting Materials

- 3.1 The Director will provide each candidate with all pertinent University, College, and School documents regarding the preparation of the dossier. The elements of the dossier currently required by the University and the College may be found online.
- 3.2 The Director will supply copies of annual evaluations by the Personnel Committee, appointment letters, student evaluation of teaching averages, and peer teaching evaluations to the candidate by June 15.
- 3.3 Each candidate is encouraged to consult with their mentor, the Director, and experienced members of the faculty in the preparation of materials prior to the deadline. All parts of the dossier must be submitted to the Director in final form on or before August 15. After that date, no changes may be made in the dossier and supporting materials except at the request of the Director, the Personnel Committee, or the Full Professors Committee.
- 3.4 Supporting materials beyond the dossier should be minimal and focused on off-campus activities. No more than one three-inch (3") notebook of supporting materials will be accepted. The materials should include, as pertinent:
 - 3.41 Copies of the complete supporting materials sent to the outside reviewers as listed in 2.4 above
 - 3.42 Documentation to support the most important regional, national, and international off-campus activity of the faculty member. This could include letters of invitation or printed programs (no more than one per activity).
 - 3.43 Representative syllabi for courses taught in evaluation period

4. Review of Materials for Tenure and/or Promotion to Associate Professor

- 4.1 The Personnel Committee will review materials in all cases pertaining to tenure and promotion to the rank of Associate Professor
- 4.2 Members of the Personnel Committee will individually review the supporting materials before testimony about the candidates is heard. These materials will also be made available to all members of the music faculty.
- 4.3 Copies of the confidential letters from outside reviewers will be made available to the members of the Personnel Committee and to the members of the Tenured Faculty Committee before their vote.
- 4.4 Generally, the above materials will only be available in the Music Office for confidential viewing during business hours.

5. Review of Materials for Promotion to Full Professor

- 5.1 The Full Professors Committee will review materials in cases pertaining to promotion to the rank of Professor.
- 5.2 Members of the Full Professors Committee will individually review the supporting materials before testimony about the candidates is heard. These materials will also be made available to all members of the music faculty.
- 5.3 Copies of the confidential letters from outside reviewers will be made available to the members of the committee before their vote.
- 5.4 Generally, the above materials will only be available in the Music Office for confidential viewing during business hours.

6. Interviews

- 6.1 After the supporting materials have been made available and before deliberation and voting by the appropriate committee, any tenured faculty member will be given the option to discuss confidential opinions and/or concerns about each candidate with the appropriate committee member, of his/her choice.
- 6.2 Prior to deliberating and voting, the appropriate committee normally will interview all of the full-time, tenured members of faculty in the area of the candidate, as well as any other music faculty members with close professional ties to the candidate, as determined by the committee. Any member of the faculty may decline the invitation to be interviewed.
- 6.3 Except in the case of joint appointments, faculty from outside of the School of Music are not normally asked to testify in person. However, relevant input may be solicited by the appropriate committee from outside faculty in writing. Normally, students do not appear before the committee.
- 6.4 Each candidate for promotion and/or tenure will meet with the committee to respond to questions and address any concerns.

7. Deliberations and Voting
 - 7.1 The appropriate committee discusses the candidate, focusing on the areas of teaching, research/creative achievement, and service.
 - 7.2 The Personnel Committee takes an advisory vote by secret ballot, to inform the written report. However, only the vote of Personnel Committee members taken as part of the Tenured Faculty Committee meeting is considered the official vote to be reported beyond the School.
 - 7.3 The Full Professors Committee takes an official vote by secret ballot.
 - 7.4 The Director, assisted by the committee secretary, counts the ballots and retains the ballots in School files.
8. Written Report
 - 8.1 The Personnel Committee develops a written evaluation for each Associate Professor and/or Tenure candidate for the benefit of the Tenured Faculty Committee and others beyond the School level who are involved in the evaluation of the candidate. (A sub-committee generally creates a draft of the evaluation for the entire Personnel Committee to edit and revise.) Likewise, the Full Professors Committee develops a written evaluation for each Professor candidate for those reviewers beyond the School level who are involved in the evaluation of the candidate. Each evaluation addresses strengths and/or concerns about teaching, research/creative achievement, and service. The overall recommendation from each committee should reflect the consensus of the committee, if possible.
 - 8.2 All members of the appropriate committee sign the report unless any member(s) wish(es) to write a minority opinion, which he/she/they will sign, and which becomes a part of the official dossier.
 - 8.3 Committee members are given copies of the written evaluation(s) that have been prepared.
 - 8.4 The written evaluation shall be disclosed to the candidate by the Director. In those cases involving tenure and/or promotion to the rank of Associate Professor, it shall be given to the candidate before it is made available to members of the Tenured Faculty Committee.
 - 8.5 The completed evaluation prepared by the Personnel Committee shall be available in the Music Office to members of the Tenured Faculty Committee for their confidential reading at least one week prior to the voting meeting of the Tenured Faculty Committee.
9. Role of the Director in Meetings of the Personnel Committee and Full Professors Committee
 - 9.1 The Director serves as an ex officio, non-voting member of the Personnel Committee and Full Professors Committee. He/She should be present at all meetings concerning promotion and tenure; however, meetings of the Personnel Committee are conducted by the chair of that committee and meetings of the Full Professors Committee are conducted by the chair of that committee. The Director is free to ask questions of the persons invited to provide information and engage in discussion among committee members. (For Director's role with the Tenured Faculty Committee, see Standing Rule 4 below.)
 - 9.2 The Director shall furnish the committee with any information about the candidates that he/she or the committee deems to be relevant.
 - 9.3 The Director does not vote as a member of the Personnel Committee or Full Professors Committee on matters of promotion and tenure because he/she has an independent vote that is sent directly to the Dean.
 - 9.4 Following the vote by the Full Professors Committee, the Director shall report in writing to each candidate the vote of the Full Professors Committee and his/her own recommendation, before the recommendations are delivered to the Dean. He/she shall inform the members of the Full Professors Committee the results of the vote immediately after the counting of the ballots to allow sufficient time for dissenting opinions to be expressed.
 - 9.5 The Director will prepare a written evaluation of teaching, research/creative achievement, and service for each tenure and/or promotion candidate. The evaluation will describe the procedures followed in the review of the candidate's work, provide an overview of the candidate's accomplishments, especially during his/her time at MU, comment upon generally accepted standards of quality within the discipline, both on this campus and nationally, and provide a concise statement of the Director's recommendation, including factors requiring special consideration. The Director's evaluation should also include a statement of the degree to which the candidate has contributed to the School intellectually and programmatically (new courses, mentoring, teaching innovations, etc.).

Standing Rule 4. Tenured Faculty Committee Procedures

1. Preparation for Voting

Each member of the Tenured Faculty Committee is responsible for reviewing all of the information for each candidate, including supporting materials, confidential external evaluations, letter of appointment, Personnel Committee reviews of non-tenured faculty, and the Personnel Committee written evaluations.
2. Meeting of the Committee
 - 2.1 The meeting of the committee should be held at least one week before the College deadline.

- 2.2 The Director shall set the date of the meeting and notify all members at least two weeks in advance.
 - 2.3 Members who cannot be present at the time called for voting must notify the Director in writing preceding the vote. Their vote, or a written request for a vote of abstention, must be received by the Director no later than one weekday following the meeting. Faculty on leave of absence are eligible, but are responsible to cast a vote by the deadline.
 - 2.4 The Director serves as an ex officio, non-voting member of the Tenured Faculty Committee.
 - 2.5 The Director shall serve as the moderator of the meeting, but shall not participate in the discussion except to answer questions posed by a tenured faculty member.
 - 2.6 The chair of the Personnel Committee shall initiate a discussion about each candidacy based on the committee evaluation.
 - 2.7 Following discussion, a vote by secret ballot is taken. The Director does not vote as a member of the Tenured Faculty Committee on matters of promotion and tenure because he/she has an independent vote that is sent directly to the Dean.
3. Dissenting Opinion
 - 3.1 Any voting faculty member who disagrees with the Personnel Committee evaluation has the right to submit a signed, separate evaluation and opinion to the Director for transmittal to the Dean. The deadline for this evaluation is five calendar days after the meeting of the Tenured Faculty Committee as called by the Director.
4. Counting Ballots
 - 4.1 The chair of the Personnel Committee and the School of Music Director shall count the ballots after all ballots have been submitted.
5. Report of Results
 - 5.1 The Director shall report in writing to each candidate the vote of the Tenured Faculty Committee and his/her own recommendation, before the recommendations are delivered to the Dean.
 - 5.2 The Director shall publish a list of names of candidates who are being recommended by the Tenured Faculty Committee to the Dean and to the Arts and Science Promotion, Tenure, and Membership Committee. This list should be published within three days after the counting of the ballots to allow sufficient time for dissenting opinions to be expressed.
 - 5.21 The list shall include recommendations for tenure and promotion.
 - 5.22 The list shall not include terminal appointment recommendations without the written approval of the person for whom a terminal appointment is being recommended.
6. Appeals and Grievances
 - 6.1 Candidates for whom recommendations for terminal appointment have been received shall have ample opportunity to appeal to the Personnel Committee, the Tenured Faculty Committee, and the Director of the School. Such candidates shall have opportunity to furnish substantive evidence contesting the terminal appointment recommendation, or they may elect to not contest the terminal appointment recommendation.
 - 6.2 Grievances resulting from procedures employed and/or decisions reached by the Personnel Committee, the Tenured Faculty Committee, and the Full Professors Committee shall be presented to the School Grievance Committee within one week of notification of such decisions.
 - 6.3 A report of the vote(s) of the Personnel Committee, the Tenured Faculty Committee, and the Grievance Committee shall accompany the Director's recommendation to the Dean and the Arts and Science Promotion, Tenure, and Membership Committee.

Standing Rule 5. Appointment and Promotion of Non-Regular Faculty

1. The "Collected Rules and Regulations" of the Curators of the University of Missouri, 310.020, provides for the appointment of non-regular faculty.
2. The criteria for judging a candidate's qualifications for promotion are described in Standing Rule 2 of the Bylaws of the School of Music. The procedures to be followed for review of candidates for promotion will be the same as those for regular faculty. Those procedures can be found in Standing Rule 3.
3. Non-regular faculty will be subject to annual reviews by the Music Personnel Committee and the Director of the School. Those reviews will be based on the criteria for evaluating teaching, research/creative achievement, and service as set forth in Standing Rule 2.
4. Should any substantive difference be found between this document and others pertaining to the appointment and promotion of non-regular faculty, the definitive version of the rules pertaining to non-regular faculty may be found in 310.020 of the "Collected Rules and Regulations" of the Curators of the University of Missouri.

Standing Rule 6. Annual Report of Faculty Activity

Each full-time faculty member must submit an annual report of their activities in teaching, research/creative, and service every year. This report will take two forms:

- 1 Faculty Accomplishment System (FAS). Each full-time faculty member is responsible to submit details of their activities in the online FAS or other subsequent software as required by the campus.
2. School of Music Activity Summary. In addition to completing the FAS, each full-time faculty member must submit a one-page maximum document annually, providing the following information:
 - 2.1 The most important contributions in research/creative achievement during the last year, with a brief description and explanation of the significance.
 - 2.2 The greatest success(es) as a teacher during the last year, with a brief description.
 - 2.3 The most important contributions in service during the last year, with a brief description.
 - 2.4 The most important contribution(s) to the betterment of the School of Music during the last year.
 - 2.5 Any other important achievements not covered by the above categories.
 - 2.6 Any significant future plans (things that you expect will come to fruition over the next twelve months).
3. Normally, the deadline for completion of the FAS and Activity Summary for one calendar year will be February 1 of the following year, although untenured faculty may have an earlier deadline set by the Director to meet the schedule for the Personnel Committee review.
4. The Activity Summary will be made available, as appropriate, to the Area Coordinators, the Personnel Committee, and the Full Professors Committee. If requested for clarification, a copy of the FAS and teaching evaluations for the year will be provided as well.

Standing Rule 7. Annual Review of Untenured Faculty

1. The Personnel Committee shall conduct annual reviews of all untenured full-time faculty. The reviews will include an evaluation of teaching, research/creative achievement, and service.
 - 1.1 Reviews normally are conducted during the spring semester, and must be completed before the end of that term.
 - 1.2 The Personnel Committee will evaluate the teaching of each untenured full-time faculty member using the criteria and description of activities cited in Standing Rule 2, section 2.2 above at least once annually.
 - 1.3 Direct observations of lessons, classes, or rehearsals will conform to the following procedures:
 - 1.31 One or more members of the committee, selected by the committee, will observe and evaluate the teaching of each untenured faculty member. Other tenured music faculty members may be asked to participate in unusual cases, and the committee may request a teaching evaluation from the faculty member's area coordinator, especially those from applied areas which may be based on the applied jury examinations.
 - 1.32 Any untenured faculty member may select other tenured faculty members for additional teaching evaluations to be placed in the file. This should be limited to two additional teaching evaluations per year.
 - 1.33 The evaluation of teaching should normally consist of the following sequence of events.
 - a. The faculty member shall provide the evaluator with a teaching portfolio that includes syllabi, course assignments, examinations, handouts, and other pertinent class materials prior to any class, rehearsal, or lesson observation.
 - b. The evaluator and the faculty member shall meet together prior to the first observation to discuss the process and the lesson, class, or rehearsal to be observed, and shall agree on a day and time for that observation.
 - c. The evaluator should observe the untenured faculty member teaching in every type of teaching that is part of his/her appointment. For the primary teaching assignment, the evaluator should observe the faculty member at least twice each year. The second and subsequent observations may be unannounced, although the untenured faculty members has the right to refuse an unannounced observation once per evaluator.
 - d. The evaluator shall write a teaching evaluation for the committee, and a copy of that evaluation shall be given to the faculty member and placed in the faculty member's permanent file. The evaluator should also discuss the evaluation with the faculty member.
 - e. The faculty member may write a response, which will be given to the committee and placed in his/her file.
 - 1.4 The committee will evaluate the untenured faculty member's research/creative achievement based on the criteria and description of appropriate activities cited in Standing Rule 2, section 2.3 above.
 - 1.5 The committee will evaluate the untenured faculty member's service based on the criteria and description of appropriate activities cited in Standing Rule 2, section 2.4 above.
 - 1.6 The committee evaluates each untenured faculty member annually to review his/her teaching and research/creative achievement during the preceding year.
 - 1.7 First-year faculty members must present a plan for research and/or creative achievement that will contribute significantly to promotion and tenure.
 - 1.8 The Director shall provide the committee with copies of the Activity Summary for each faculty member to be reviewed, plus all written evaluations of previous Personnel Committees and the Director.

- 1.9 At the mid-point of the faculty member's mandatory period toward tenure (normally the end of the third year), the faculty member shall provide the committee with more extensive documentation for review, including supporting materials similar to the tenure/promotion materials.
- 1.10 The committee may interview other faculty members in the process of evaluation. The mid-point review process will normally include interviews with the faculty member's area coordinator and other tenured members of the area.
- 1.11 The committee shall complete an annual written evaluation of each untenured faculty member. This evaluation is addressed to the Director, and is disclosed to the faculty member by the Director. The evaluation must be sent to the Dean following the mid-point review.
- 1.12 The untenured faculty member may write a response, which will be placed in his/her file and sent to all members of the Personnel Committee. If the response concerns the mid-point review, it will also be sent to the Dean.

Standing Rule 8. Annual Review of Associate Professors by the Full Professors Committee

- 1. Preparation for the Meeting
 - 1.1 At the time that each Associate Professor submits the Faculty Accomplishment System report, he/she will also submit to the Director a brief written summary of activities in teaching, research, and service for the year just completed. A one-page form will be provided. This will normally be completed no later than February 1 for the prior calendar year.
 - 1.2 Those Associate Professors who wish to be considered for promotion the following fall semester may also submit a complete Curriculum Vitae to the committee for more comprehensive feedback. This may be requested no more than once every three years.
 - 1.3 The Director will distribute all summaries or vitas to all of the Professors at least two weeks prior to the scheduled meeting. The Director is responsible for setting the meeting date during the spring semester.
- 2. Assignment of Sub-committees
 - 2.1 A sub-committee of Professors will review each Associate Professor's written summary or vita. The sub-committee will consist of two members selected by the Director, considering the Associate Professor's teaching area and an equitable distribution of responsibilities among the Professors in the School. One member of the sub-committee will be retained year to year for each Associate Professor (except when a faculty leave prevents this) and one member will rotate from among the remaining Professors. Professors on leave during the semester will not be required to participate.
 - 2.2 Members of the sub-committee for each Associate Professor will review the written summaries or vitas and prepare a recommendation to be made to all of the Professors.
- 3. Meeting Procedures
 - 3.1 The sub-committee recommendations will be presented and discussed, followed by a vote and discussion on the nature of the written report.
 - 3.2 The results of this review process cannot be interpreted as a guarantee that promotion will be awarded either at the school or the college level. The information in the Professors' report is to be regarded as advisory only; formal consideration for promotion must be initiated through the procedures outlined in Standing Rule 3.
 - 3.3 A written report of the Professors' review will be delivered to the Director, who will place a copy in the faculty member's file and will give a copy to the faculty member. (The Director's evaluation and report will be separate from this process.)
 - 3.4 The faculty member may write a response, which will then be placed in his/her file and sent to all members of the committee and to the Dean.

Standing Rule 9. Annual and Five-Year Review of Tenured Faculty

- 1. Annual Review
 - 1.1. As required by the Board of Curators "Collected Rules and Regulations" Academic Tenure Regulations 310.015, Procedures for Review of Faculty Performance, every tenured faculty member will submit to the Director a signed annual report describing his or her accomplishments in teaching, research/creative achievement, and service. This report may be the same as the one that is submitted to the Faculty Accomplishment System and evaluated for annual merit increases in salary.
 - 1.2. The criteria for evaluating teaching, research/creative achievement, and service are consistent with those required for tenure and promotion as described in Standing Rule 2, section 2: Criteria for Promotion and Tenure.
 - 1.3. Tenured faculty are expected to teach effectively, have an active research/creative achievement agenda, and engage in appropriate service to the University and the profession.

- 1.4. The Director will review each annual report and evaluate the accomplishments of each faculty member as satisfactory or unsatisfactory in each of the areas of teaching, research/creative achievement, and service. The Director also will provide an overall evaluation of satisfactory or unsatisfactory.
 - 1.5. If the overall evaluation is unsatisfactory, the Director and faculty member must have a face-to-face discussion of the evaluation. The faculty member will sign the written evaluation to acknowledge its receipt and may submit a written response to the evaluation. The Director will provide a copy of the signed evaluation to the faculty member within one month after the faculty member has signed the evaluation.
2. Five-Year Review
- 2.1. As also required by the Board of Curators, each tenured faculty member will resubmit to the Director the annual reports and evaluation statements for the preceding five years, along with a concise summary statement of teaching, research/creative achievement, and service for the preceding five-year period, and a current curriculum vitae for evaluation.
 - 2.2. The criteria for evaluating teaching, research/creative achievement, and service in the five-year review will be consistent with those required for tenure and promotion.
 - 2.3. The Director will review the body of work spanning the five-year period and evaluate it as satisfactory or unsatisfactory.
 - 2.4. Procedures to be followed in the event of an unsatisfactory evaluation are described in section 310.015 of the Academic Tenure Regulations.
 - 2.5. The Director is responsible for maintaining the schedule for five-year evaluations. Tenured faculty members will be notified by the Director no later than May 1 of their fourth year that a fifth-year review will be undertaken during the following Fall semester.
3. Following the completion of each annual review and the five-year review, the Director will transmit his/her evaluation decision to the faculty member. In the event of an unsatisfactory evaluation in the five-year review, the Director's evaluation will be sent to the Personnel Committee, which will perform its own five-year review and provide an independent assessment. The five-year evaluation process will be complete if the Personnel Committee judges the performance of the faculty member to be satisfactory.
4. In the event that both the Director and the Personnel Committee determine the performance of a faculty member to be unsatisfactory for the five-year period, the report will be forwarded to the Dean of the College of Arts and Science. The Dean will review the report and provide an assessment of the performance of the faculty member. The five-year evaluation process will be complete if the Dean judges the performance of the faculty member to be satisfactory.
5. At every level of review, the faculty member will be provided with a copy of any written report that is part of these proceedings and will have the right of appeal of any evaluations, decisions, or recommendations to the next level of the process.
6. If a two-thirds majority of the members of the Personnel Committee and the Dean consider the performance of the faculty member to be unsatisfactory, a plan for professional development will be written. This plan will be developed by the faculty member, the Personnel Committee, a mutually agreed upon mediator from outside the School of Music, and the Director. This development plan will have clear and attainable objectives for the faculty member and may include a reallocation of the faculty member's effort and a commitment of institutional resources to the plan. This plan will be signed by the faculty member, the Director, the mediator, and the Dean. The development phase will begin when the necessary resources as described in the development plan are provided.
7. A faculty member who has received an overall unsatisfactory five-year evaluation by the Director, Personnel Committee, and the Dean may not appeal the process of developing a professional plan. If the faculty member is not satisfied with the plan that has been developed, he/she may appeal to the next administrative level for help in the formulation of an acceptable development plan.
8. A faculty member with a plan for professional development will submit an annual progress report to the Director for three successive years after the plan has been initiated. The Director will review the report and provide a written annual evaluation on the progress of the faculty member toward the objectives stated in the development plan. If the Director finds satisfactory progress for any two of the three years, then the process will cease and the faculty member will begin a new five-year cycle.

9. If the Director does not find satisfactory progress in two of the three years of the development plan, the Director will provide the annual reports and evaluations to the Personnel Committee and the mediator. If the Personnel Committee that includes the mediator finds satisfactory progress in two of the three years of the development plan, the process ceases and the faculty member will begin a new five-year cycle.
10. If both the Director and the Personnel Committee that includes the mediator do not find satisfactory progress in two of the three years of the development plan, the Director will provide annual reports and evaluations to the Dean. If the Dean finds satisfactory progress in two of the three years of the development plan, the process ceases and the faculty member will begin a new five-year cycle.
11. If the Director, Personnel Committee that includes the mediator, and the Dean do not find satisfactory progress in two of the three years, then the five-year evaluations plus the three years of progress reports and evaluations by the Director on the development plan will be forwarded to the campus committee on Tenure and Promotion and to the Provost or Vice Chancellor for Academic Affairs. Each will review the reports and will recommend separately to the Chancellor that: 1) an additional two-year development plan be written and implemented in consultation with the faculty member and the originating departmental committee, or 2) the faculty member be considered for dismissal for cause proceedings.
12. Any faculty member may request participation in a formal development plan (as described in 6 above) after two or more consecutive unsatisfactory annual evaluations. In addition, the Director will strongly encourage faculty who have had three consecutive unsatisfactory annual evaluations to participate in a development plan.
13. If it is deemed by the Chancellor that the performance of the faculty member during the periods covered in Items 6-12 above constitutes sufficient grounds for termination for cause, dismissal for cause may be initiated, and if initiated will proceed in accordance with the procedures for dismissal for cause described in section 310.060 of the "Collected Rules and Regulations" of the Curators of the University of Missouri.
14. This procedure for review and development of faculty performance does not substitute for the dismissal for cause procedures stated in section 310.060.
15. Notwithstanding the provisions of section 310.015 B.2, this procedure does not impose additional requirements upon the University prior to initiating dismissal for cause procedures as stated in section 310.060.
16. Should any substantive difference be found between this document and others pertaining to post-tenure review, the definitive version of the rules pertaining to post-tenure review may be found in 310.015 of the "Collected Rules and Regulations" of the Curators of the University of Missouri.

Standing Rule 10. Director Review Committee Procedures

1. Following election and appointment, members of the Director Review Committee will consult with the Dean of the College of Arts and Science for determination of deadline.
2. The areas to be evaluated include, but are not limited to: leadership, vision, development, faculty relations, staff relations, student relations, and campus relations. The Director will provide a concise self-study of these areas for the faculty.
3. The Director Review Committee will design and execute a procedure that surveys all members of the School of Music staff and faculty, including untenured, part-time, and adjunct. This could include, but is not limited to: written surveys, group discussions, and individual interviews.
4. The Committee shall solicit input from student leaders, staff, and a representative group of current members of the Friends of Music Board of Directors.
5. The Committee shall prepare a written report for the Dean of the College of Arts and Science, summarizing the surveys conducted. This report shall be considered a confidential document between the Committee and the Dean, and shall not be shared with the faculty, staff, and students in the School of Music, nor with the Director, except by the Dean.

Standing Rule 11. Faculty Search Procedures

1. After approval of the search from the Dean and the Provost, a faculty vacancy notice shall be prepared with the assistance of the Search Committee. This notice shall be distributed nationally to appropriate publications and other forums. In addition, each faculty member shall be given a copy.

2. The committee shall determine its own procedures for reviewing candidates and for the selection of finalists consistent with University hiring policies.
3. The Search Committee shall recommend to the Director of the School the names of candidates to be interviewed/auditioned for the position.
4. A brief vita for each candidate being interviewed shall be made available to all music faculty members.
5. Whenever possible a candidate shall present in his own area or areas of specialty, whether lecturing, conducting, or performance. In addition, each candidate shall give a presentation demonstrating skill in teaching.
6. All music faculty members and students shall be informed about and invited to attend lectures, performances, and/or presentations of each candidate.
7. Each candidate shall be available for “conversation hours” to which all music students and faculty are invited.
8. The Search Committee, members of the Personnel Committee, and the Director, as well as a representative from the Dean’s office, shall interview each candidate. In addition, members of the Search Committee and of the Personnel Committee are to make every reasonable effort to attend the candidate’s lectures, performances, and/or other presentations.
9. The Search Committee shall solicit evaluations of each candidate from music faculty and students. The Committee shall also solicit evaluations from the Personnel Committee regarding the candidate’s potential for achieving tenure and promotion.
10. The Search Committee shall make a recommendation to the Director as to its order of preference regarding the candidates, and which candidates, if any, it finds unacceptable.
11. The Director of the School shall make a final recommendation to the Dean of the College of Arts and Science.

Standing Rule 12. Mentoring of Tenure-Track Faculty

1. Each incoming faculty member in a tenure-track position will be assigned a tenured faculty mentor by the Director. (Ideally, this mentoring relationship will remain in effect through the incoming faculty member’s career from arrival until promotion to full professor at MU.)
2. The Director will assign mentors with consideration of interest area and compatibility, although normally mentors will be assigned from outside the area of the incoming faculty member. Where possible, the Director will attempt to maintain a distribution of mentoring responsibilities among tenured faculty.
3. The mentor should ideally be considered an advocate for the incoming faculty member.
4. The mentor should provide guidance and instruction in
 - 4.1 Preparation of Faculty Accomplishment System (FAS) annual report
 - 4.2 Preparation of the profile (one- and five-year goals) for promotion and tenure for the first Personnel Committee evaluation
 - 4.3 Preparation of the third-year (or mid-point) review for the Personnel Committee
 - 4.4 Preparation of materials for tenure and promotion consideration, including the list of potential outside reviewers, the format and content of curriculum vita, the supporting documents for outside reviewers, and the dossier
 - 4.5 Preparation of grant and leave applications
 - 4.6 Any other activities or procedures in the School of Music, as requested by the Director or the incoming faculty member.