

## **BYLAWS - SCHOOL OF MUSIC**

University of Missouri-Columbia

*Last Amended December 1, 2020*

### **ARTICLE I: MEMBERSHIP**

#### **SECTION A: Faculty Membership**

Membership in the faculty of the School of Music shall consist of all persons with regular academic appointments and all full-time ranked non-tenure track faculty with professional designation, and any others elected to membership by the faculty.

#### **SECTION B: Voting Privileges**

Voting privileges and committee membership shall be extended to all School of Music faculty members, 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, an Associate Director of the School shall serve as chair of the faculty meetings. In cases when the Director and Associate Director(s) 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 to
  - a. Provide leadership in the development of curricula and instructional methods, and the advancement of the School
  - b. Act as official School representative
  - c. Represent the needs of the School to all stakeholders, including but not limited to: the Dean of the College of Arts and Science, other University administrators, the University community, the Friends of Music, and the alumni of the School
  - d. Manage all budget accounts of the School
  - e. Maintain all School records
  - f. Provide access to each member of the music faculty an up-to-date version of these Bylaws and Standing Rules annually and within two weeks after substantial changes have been made
  - g. Coordinate programs in areas, student advisement, the use of facilities, the scheduling of activities, and final applied exams
  - h. Consult with area coordinators to oversee and assign loads in teaching, performance, research, and service
  - i. Evaluate tenure-track and tenured faculty accomplishments in teaching, research/creative activity, and service, including post-tenure reviews; to evaluate the non-tenure-track faculty in the areas specified in their appointments; and to evaluate the administrative duties of tenured and non-tenure-track faculty members
  - j. Evaluate staff performance
  - k. Determine annual salary adjustments of faculty and staff based on faculty and staff annual evaluations
  - l. Evaluate and coordinate all ensembles
  - m. Appoint associate director(s), director(s) of undergraduate and graduate studies, and director of music education for an annual or other specified period, or on a continuing basis
  - n. Appoint area coordinators for an annual or other specified period, or on a continuing basis
  - o. Appoint faculty mentors to incoming tenure-track faculty members
  - p. Appoint faculty to music faculty search committees and other ad hoc committees with specific task assignments
  - q. 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. 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 to
  - a. Have final authority on student problems, with the option of referral to an appropriate committee for advisement
  - b. Make budget decisions with advice from the Executive Committee
  - c. Serve as an ex officio, non-voting member on the following committees: Curriculum, Scholarship, Personnel, Tenured Faculty, Full Professors (unless they are not a full professor), and Faculty Activities

#### **SECTION B: Associate Director**

1. The Director shall appoint one or more Associate Director(s). The duties and responsibilities of the Associate Director(s) shall be to
  - a. Act as official School representative in the absence of the Director
  - b. 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. 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 an Associate Director. The Director of Undergraduate Studies in Music and the Director of Graduate Studies in Music positions may be filled by the same faculty member.

1. The duties and responsibilities of the Director of Undergraduate Studies in Music shall be to
  - a. Coordinate the advising of students
  - b. Coordinate admissions and program requirements
  - c. Participate in review processes such as accreditation and program review/planning
  - d. Oversee publications and website for accuracy regarding academic programs
  - e. Serve on School of Music committees as designated in Article V
  - f. Respond to inquiries about the program
2. The duties and responsibilities of the Director of Graduate Studies in Music shall be to
  - a. Coordinate advising of students
  - b. Coordinate admission and program requirements
  - c. Administer all proficiency examinations to graduate students entering the School of Music in conjunction and consultation with appropriate area coordinators
  - d. Facilitate all comprehensive examinations to graduate students completing degree programs in the School of Music in conjunction and consultation with appropriate area coordinators
  - e. Participate in review processes such as accreditation and program review/planning
  - f. Oversee publications and website for accuracy regarding academic programs
  - g. Serve on School of Music committees as designated in Article V
  - h. Respond to inquiries about the program
3. The duties and responsibilities of the Director of Music Education shall be to
  - a. Coordinate the advising of students
  - b. Coordinate admission and program requirements, including admission to Phase II of the Teacher Education Program
  - c. Serve as a liaison with the Department of Learning, Teaching and Curriculum and the College of Education
  - d. Participate in review processes such as accreditation and program review/planning
  - e. Oversee publications and website for accuracy regarding academic programs
  - f. Serve on School of Music committees as designated in Article V
  - g. 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 to
  - a. Distribute or post (or both) the minutes of faculty meetings in a timely manner
  - b. Maintain a file of minutes of the meetings of the music faculty for a period of no less than five years
  - c. Assist the Director and other faculty members in preparing materials for faculty meetings
  - d. 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 67% 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 and Standing Rules (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
  - a. Keyboard
  - b. Voice, Opera, and Choral Music
  - c. Strings
  - d. Woodwinds
  - e. Brass
  - f. Music Theory, Composition, and Musicology
  - g. Music Education
  - h. Large Instrumental Ensembles and Percussion

**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 to
  - a. Provide leadership in the development of the area
  - b. Preside over area meetings and maintain area records
  - c. Coordinate auditions, registration, and enrollment in consultation with other area faculty
  - d. Submit unified schedules of course offerings to the Director as requested in consultation with all other area teachers
  - e. Oversee the preparation and administration of comprehensive examinations for the area and all jury and performance examinations (applied areas)
  - f. Oversee the preparation and administration of graduate placement examinations (music theory)
  - g. Coordinate the advisement of graduate students in the area
  - h. Assign and supervise graduate teaching assistants (or delegate that responsibility), especially in the areas of teaching effectiveness, appropriateness of repertoire, course content, grading policies and practices, etc.
  - i. 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 recommended by 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, the Faculty Activities Committee, and the Awards 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 (including designated alternates or substitutes). A vote taken with non-committee members voting shall be declared invalid.

**SECTION B: Personnel Committee and Augmented Personnel Committee**

1. The duties of the Personnel Committee shall be to
  - a. Make recommendations to the Director concerning promotion to associate professor, tenure, contract renewal or non-renewal of term appointments, and/or terminal appointments
  - b. 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. Conduct annual reviews of all untenured tenure-track faculty, including the third-year or midpoint review as required by College and campus regulations
  - d. Meet with finalists for tenure-track appointments.
  - e. Participate in the evaluation of non-tenure-track teaching faculty for pre-promotion and promotion reviews as a part of the Augmented Personnel Committee, as described in Standing Rule 5, Section 2.
  - f. Prepare a slate of nominations for the Faculty Activities and Awards Committees for the following Fall semester. This applies to the three outgoing committee members only, who shall carry out this duty before the expiration of their terms. Normally, two faculty members shall be nominated for each open position. The slate shall be delivered to the Director by the end of the Spring semester final exam period.
2. The membership of the Personnel Committee shall consist of
  - a. Six elected faculty members with tenure at the time that committee service begins:
    - Two professors holding that rank at the time that committee service begins
    - Two associate professors holding that rank at the time that committee service begins
    - Two at-large members (undesignated academic rank)
  - b. The term of office shall be for two years from August through July, with half of the committee elected each year.
  - 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 membership of the Augmented Personnel Committee shall consist of
  - a. The six elected faculty members of the Personnel Committee listed above in 2.a.
  - b. At least one associate teaching professor or teaching professor to serve only in pre-promotion or promotion cases of NTT candidates.
  - c. If more than one music faculty member holds the rank of associate teaching professor or teaching professor, then an election will be held to determine the representative to this committee.
  - d. If no music faculty member holds either rank, then an associate teaching professor or teaching professor will be appointed from another related Arts & Science department by the Dean.
4. The Personnel Committee chair and secretary shall be elected by the Personnel Committee from its membership, and shall have full voting privileges. Both positions will serve in the same capacity for the Augmented Personnel Committee.
5. Eligibility for Personnel Committee 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. 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.
6. Eligibility for Augmented Personnel Committee membership shall be as follows
  - a. Rank of associate teaching professor or teaching professor and currently on full-time appointment to the University
  - b. Completion of at least two academic years as full-time faculty in the University
7. 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. Electronic 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, associate professor, and associate teaching/teaching 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 the members listed above in 5.e., 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 shall be verified by an Associate Director and the chair of the School’s Personnel Committee.
8. The use of confidential information and documents
  - a. All deliberations and actions by the Personnel Committee and Augmented Personnel Committee, and information furnished to the committee(s), shall be confidential and shall be released only as provided by these Bylaws.
  - b. Any Personnel Committee or Augmented Personnel Committee member who discloses this confidential information may be subject to review procedures detailed in the Collected Rules and Regulations.
9. Committee procedures for evaluating faculty for tenure and promotion to Associate Professor are set forth in Standing Rule 3.
10. Committee procedures for evaluating NTT faculty are set forth in Standing Rule 5.

**SECTION C: Tenured Faculty Committee**

1. The duties of the Tenured Faculty Committee shall be to evaluate and vote on recommendations received from the Personnel Committee on matters of tenure, promotion to associate professor, nomination to emeritus status, 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, but may choose not to participate in the responsibilities during the leave semester. Emeritus faculty are not members.
  - c. All members of the committee shall be eligible to vote on candidates for tenure and emeritus status.
3. The Director shall serve as an ex officio, non-voting member.

4. The use of confidential information and documents
  - a. All deliberations and actions 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 procedures detailed in the Collected Rules and Regulations.
5. Committee procedures are set forth in Standing Rule 4.

**SECTION D: Full Professors Committee and Augmented Full Professors Committee**

1. The duties of the Full Professors Committee shall be to
  - a. Make recommendations concerning promotion to the rank of Professor
  - b. Prepare a confidential written synopsis of its recommendation(s) for the Director's disclosure to the faculty member(s) concerned and to be included in the promotion dossier
  - c. Participate in the evaluation of Non-Tenure-Track teaching faculty for promotion review as a part of the Augmented Full Professors Committee.
2. The membership of the Full Professors Committee 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.
  - c. A quorum of 75% shall be necessary to conduct committee business.
  - d. The Director shall serve as an ex officio, non-voting member.
3. The membership of the Augmented Full Professors Committee shall consist of
  - a. All the members of the Full Professors Committee listed above in 2.a., and all music faculty holding the rank of teaching professor
  - b. If no music faculty member holds teaching professor rank, then one will be appointed from another related Arts & Science department by the Dean
4. The Full Professors committee chair shall be elected by the Full Professors committee from its membership and shall have full voting privileges. The same person will serve in the same capacity for the Augmented Personnel Committee.
5. The Director shall serve as an ex officio, non-voting member, unless they are not a full professor.
6. The use of confidential information and documents
  - a. All deliberations and actions by the Full Professors Committee or the Augmented Full Professors Committee and information furnished to the committee(s) shall be confidential and shall be released only as provided by these Bylaws.
  - b. Any Full Professors Committee or Augmented Full Professors Committee member who discloses this confidential information may be subject to review procedures detailed in the Collected Rules and Regulations.
7. Committee procedures are set forth in Standing Rule 3.

**SECTION E: Director Review Committee**

1. The function of this committee shall be to conduct a review of the Director of the School of Music in the third year of their appointment as Director, and in subsequent years at a frequency recommended by the Dean, but not more often than every three years. 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:
    - One elected from the academic faculty (Music Theory, Composition, and Musicology; and Music Education)
    - One elected from the applied faculty in Woodwinds; Brass; and Keyboard
    - One elected from the applied faculty in Voice, Opera, and Choral; Strings; and Large Instrumental Ensembles and Percussion
    - One faculty member-at-large appointed by the Dean of the College of Arts & 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, professor, associate teaching professor, or teaching professor, 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 who have served on this committee are ineligible to serve on the committee in the subsequent review of the same director.
5. Election procedures for faculty members on the committee:
  - a. Election procedures shall be held in the Spring semester, immediately following the Personnel Committee election.
  - b. Voting privileges shall be reserved for faculty who have completed at least one academic year of full-time teaching in the School; the Director who is being reviewed shall not have a vote in the committee election process.
  - c. Electronic 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. If any faculty group (academic or specific applied group) has just one eligible candidate, that person will be designated as representative from that group.
  - f. 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.
  - g. In the event of ties on the first ballot, an expanded number of candidates shall be placed on the second ballot.
  - h. The ballots shall be verified by an Associate Director and the chair of the School's Personnel Committee
6. Selection procedures for the staff member on this committee shall be determined by a majority of the current staff, and held at the same time as the faculty election.
7. Committee procedures are set forth in Standing Rule 10.

**SECTION F: 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 provided to the music faculty by email at least two school days prior to the meeting date.
  - f. Committee members shall receive the written proposals that are to be considered by email at least two school days prior to the meeting date.
  - 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, Graduate School, and Campus 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. An Associate Director shall serve as chair of the committee. The committee shall elect secretary from its faculty membership.

**SECTION G: 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(s)
  - c. Director of Undergraduate Studies in Music

- d. Director of Graduate Studies in Music
- e. Director of Music Education
- f. Area Coordinators

**SECTION H: Scholarship Committee**

1. The duties shall be to
  - a. Advise the Director on scholarship award amounts
  - b. Review the progress of all scholarship students
  - c. 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 and one faculty member from Percussion
  - g. Director of Undergraduate and Graduate Studies in Music
  - h. Director of Music Education
  - i. Associate Directors, ex officio
  - j. Director, ex officio

\*When such titles are not in use, the Director shall appoint other appropriate members of the conducting faculty
3. Each person on the committee shall have only one vote regardless of the number of positions they represent.
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 to
  - a. Call meetings as necessary
  - b. Receive recommendations from area and auditioning committees
  - c. Schedule scholarship audition dates and sites
  - d. Make appropriate announcements regarding scholarship awards

**SECTION I: Ensemble Committee**

1. The duties of the Ensemble Committee shall be to
  - a. Assist the Director of the School in coordinating ensemble activities
  - b. 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. Director of Opera
  - h. Associate Director(s), as appointed by the Director
  - i. Director, ex officio, who shall act as chair of the committee

\*When such titles are not in use, the Director shall appoint other appropriate members of the conducting faculty
3. The Director shall have the authority to invite other faculty members to the Ensemble Committee Meetings.

**SECTION J: 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 K: Faculty Activities Committee**

1. The duties of the Faculty Activities Committee shall be to
  - a. Evaluate and rank proposals from faculty for professional travel or development activities
  - b. Make recommendations to the Director for funding priorities
2. The membership shall consist of
  - a. Three elected faculty members from the following areas  
Two Applied/Conducting  
One Academic (Theory/Composition, Musicology, Music Education)
  - b. The term of office shall be for three years, with one position being elected each year.
  - 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 full-time faculty members at the rank of assistant professor/assistant teaching professor or higher, and who have successfully completed their third-year or pre-promotion review.
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. Electronic ballots shall be used for voting.
  - d. Members of the committee shall be elected from a slate of nominees prepared by the outgoing members of the Personnel Committee the previous Spring semester.
  - e. The ballots shall be verified by an Associate Director and the chair of the School's Personnel Committee.

**SECTION L: Awards Committee**

1. The duties of the Awards Committee shall be to collect information about campus awards and to assist in nominating music faculty for appropriate awards.
2. The membership shall consist of:
  - a. Three elected faculty members from the following areas  
Two Applied/Conducting  
One Academic (Theory/Composition, Musicology, Music Education)
  - b. The term of office shall be for three years, with one member of the committee elected annually
  - c. An Associate 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 full-time faculty at the rank of assistant professor/assistant teaching professor or higher who have successfully completed their third-year or pre-promotion review.
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. Electronic ballots shall be used for voting.
  - d. Members of the committee shall be elected from a slate of nominees prepared by the outgoing members of the Personnel Committee the previous Spring semester.
  - e. The ballots shall be verified by an Associate Director and the chair of the School's Personnel Committee.

**SECTION M: Student Recital Hearing Committee**

1. The duties of the Student Recital Hearing Committee shall be to hear and approve performance degree recitals for applied students prior to the public performances. Recital hearings for students in conducting and jazz shall be determined by the supervising faculty member.
2. The membership shall consist of:
  - a. One representative from each applied area (voice, woodwind, piano, string, brass, large ensemble/percussion), selected by the applied area. The membership may rotate among members of the area, as determined by the area.

- b. All other applied faculty in the area of the student recital candidate. This portion of the committee shall vary with each hearing.
  - c. During Summer Session, the committee shall consist of a minimum of three applied faculty from any applied area.
3. Eligibility for membership shall include part-time or full-time members of the applied faculty.
  4. Procedures for the Student Recital Hearing Committee are set forth in Standing Rule 13.

**SECTION N: Inclusion, Diversity, and Equity Committee**

1. The duties of the Inclusion, Diversity, and Equity Committee (IDE) shall be to advise the Director on all topics relating to inclusion, diversity, equity, and access within the curriculum, policies, and communication of the MU School of Music.
2. The faculty from each area of the School shall select one representative, who is dedicated to the goals of the IDE committee, to serve on the committee. The staff may also select a representative to serve on the committee. Although there shall be no limitation of continued or renewed service, terms of service shall normally be for two consecutive years.
3. Eligibility for membership shall include full-time members of the music faculty or staff. The committee shall elect a Chair and Secretary from its membership.
4. Members will meet regularly to discuss issues facing students, faculty, and staff as related to inclusion, diversity, equity and access.

**SECTION N: 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 Online 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**

1. New Bylaws and Standing Rules may be adopted, and Bylaws and Standing Rules may be amended or repealed at a duly convened meeting of the faculty. Bylaws and Standing Rules changes require 67% of the School of Music Faculty to cast a ballot; absentee ballots will be permitted if received by the time the meeting begins. A simple majority of votes cast will be required for a change to be accepted. Changes to the sections of these Bylaws and Standing Rules regarding the promotion, tenure, evaluation, criteria, and procedures for tenure-track faculty will be limited to only tenured or tenure-track faculty, voting by a simple majority with a 67% quorum.
2. Notice of any proposed change in the Bylaws and Standing Rules 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.
3. Information provided in the Appendix is normally set by other campus entities. These sections can be changed in this document to reflect campus changes, if proposed by the Director and approved by the Executive Committee. These changes do not require approval by the faculty.

**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 and Degree Requirements Revisions**

1. 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 as listed in the Appendix 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. The proposer must supply required information at the outset of the approval process; other pertinent information may be added.

2. 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 use the forms and provide the information in the format required by the campus at the time of submission (see Appendix and consult with the Curriculum Committee chair). The proposer might be invited to the meeting when the proposal is to be considered.
3. Areas may recommend changes to degree requirements by submitting proposals to the Curriculum Committee for consideration. All current University catalogues and School of Music documents should be consulted for reference. The proposer should use the forms and provide the information in the format required by the campus at the time of submission (see Appendix and consult with the Curriculum Committee chair).

## **Standing Rule 2. Promotion and Tenure for Tenure/Tenure-Track Faculty: 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. They 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 criteria for promotion and/or tenure for each candidate will be defined at the time of the tenure-track appointment. During the first year, a specific profile will be developed and signed by the faculty member. The School's Personnel Committee will review this document and suggest changes as it deems necessary. It then becomes the continuing responsibility of the faculty member to document with supportive materials their 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 guidelines. Any major changes as defined at or beyond the end of the first year of appointment will be verified in writing by the School's Personnel Committee.
- 1.4 These guidelines for tenure and promotion in the School of Music are intended to be in agreement with the Collected Rules and Regulations of the University of Missouri System, as well as procedures and requirements specific to this campus. Should non-compliance be found in the guidelines of the School of Music, the guidelines of the System and/or campus will prevail.
- 1.5 All aspects of the tenure and promotion process are to be considered confidential personnel matters. Thus, only those faculty members who are directly responsible for evaluating and voting on the candidates will have access to the materials provided for the promotion.

### 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 the University. 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 for Teaching include

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

2.23 Evaluation of Teaching Effectiveness

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
- 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

2.24 Administrative Responsibilities

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

2.24.1 Evaluating Administrative Responsibilities

2.24.1 Promotion will be granted only if determination is made that the candidate is an effective administrator. It is incumbent upon the candidate to substantiate any activities listed with appropriate documentation.

2.24.2 Appropriate activities for administrative responsibilities may include a combination of the following areas, including but not limited to:

- a. Planning, including goal setting, meeting preparation, major projects or programs, providing leadership
- b. Resource management, including financial, budgeting, fiscal record-keeping, fund raising, grant writing
- c. External relationships, including representing the University and School of Music positively, advocacy for programs and projects
- d. Production, including facilities and equipment use, supervision of others

- e. Communication, including marketing, publicity, facilitation between multiple entities
  - f. Supervision of staff, student workers, and/or graduate assistants, when applicable
  - g. Other activities defined by the appointment
- 2.24.3 Excellence in administrative responsibilities should be documented using multiple sources from among the following (not in priority order):
- a. Evidence of impact on areas of responsibility, including any resulting achievements
  - b. Annual reports supporting ongoing or special projects
  - c. Participation levels in programs or projects candidate has organized
  - d. Evaluation by the Director or other supervising faculty, or written statements from faculty, staff, or students
  - e. Success of fund raising or grant applications
  - f. Awards, honors, invitations to write, edit, or present to professional organizations
  - e. Other materials that best reflect the breadth and depth of projects and responsibilities

## 2.3 Research/Creative Achievement

### 2.31 Introduction

- a. Achievement in scholarly research, composition, performance, conducting, or cross-disciplinary endeavors 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 their area of expertise as reflected in their 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 their area. It is recognized that many faculty members perform, conduct, write, edit, compose, publish, consult, record, innovate, collaborate, 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.
- d. Research and creative achievements produced prior to being hired at the University of Missouri may not be considered as contributing to a faculty member's productivity towards tenure, promotion, or merit salary increase. Faculty members who complete the final stages of a terminal degree while just beginning their teaching at MU, or who held a post-doctoral position at MU before becoming a faculty member, cannot count the research/creative output from those activities towards tenure, promotion, or merit salary increase at MU. Exceptions to these policies may be requested and must be clarified in writing at the time of hire by the University.
- e. Entrepreneurial activities that result in creative or scholarly products, or products of service to the profession, are valued. Any products resulting from such activities will be evaluated in the appropriate research/creative activity or service category, on the same basis as comparable products within the category.

### 2.32 Research

- a. Appropriate research activities for faculty whose appointments are primarily in musicology and ethnomusicology, 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, published or in press
  3. Author or co-author of chapters in original book, published or under contract with a peer and/or editorial review
  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. Reviews of books, dissertations, or recordings published or in press
  - b. Evaluation of Research
 

Evaluation of research shall require 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

    1. Quality of scholarship evident
    2. Evidence of originality of thought
    3. Peer and/or editorial review
    4. Scholarly reputation of the journal (article) or publisher (book)
    5. Scope of the article, book, or lecture and (by implication) the amount of effort spent in research and preparation of same
    6. Contribution to significant knowledge and significant synthesis of knowledge in the field
    7. Relationship to other articles, books, and lectures prepared by the author
    8. Stature and significance of co-authors, including graduate student co-authors and cross-disciplinary collaborators
  - c. 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 external ensembles or individuals
    6. Performances of compositions or arrangements by School ensembles or individuals
  - b. Evaluation of Composition
 

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

    1. Scope and quality of original works written
    2. Performances the original works received
    3. Commissions
    4. Reputation of the performing group
    5. Venue and scope of the performance
    6. Publication, broadcast, and/or recording for commercial sale of original works
    7. Reputation of the publisher or performers used in the broadcast and/or recording
    8. Stature of collaborators, including cross-disciplinary compositions and performances
  - c. 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. 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. Invited solo recitals or lecture-recitals outside the region
    5. Invited recitals or concerts as an ensemble performer outside the region
    6. Recitals and concerts locally as solo or ensemble performer

- b. Evaluation of Performance – Individual and Small Ensemble  
Factors affecting the evaluation of activities may include but not be limited to
    1. Quality of the performance, from peer or critical review
    2. Location and nature of the audience
    3. Venue and scope of the performance
    4. Nature of the invitation to perform (resulting from peer review, self-initiated, re-engagement)
    5. Difficulty and scope of music performed
    6. Music performed, whether it has been performed before, is a significant reworking, or is a new addition to the performer’s repertoire
    7. Amount (if any) of teaching release time granted for the performance
    8. Stature of collaborators, including cross-disciplinary performances
  - c. 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 School of Music 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. Evaluation of Conducting  
Factors affecting the evaluation of activities may include but not be limited to
    1. Quality of the performance, from peer or critical review
    2. Location and nature of the audience
    3. Venue and scope of the activity
    4. Quality and reputation of the ensemble conducted
    5. Music rehearsed and performed, whether it has been performed before, or is a new addition to the conductor’s repertoire
    6. Stature of collaborators, including cross-disciplinary performances
  - c. 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, the University, and the profession, 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

### 2.43 Evaluation of 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 success in teaching or for a lack of research/creative achievement.

2.5 The above criteria and evaluation procedures for promotion and tenure may also be considered in evaluations for merit salary increases.

## 2.6 Cautionary Notes

2.61 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.

2.62 Service related to one's professional responsibilities is a valued component in the overall assessment of a candidate's activities. Service alone, however, will rarely if ever justify promotion to a higher rank.

## 3. Definition of Ranks

### 3.1 Instructor

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

### 3.2 Assistant Professor

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

3.21 The Assistant Professor whose assigned duties are primarily in the areas of musicology and ethnomusicology, 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, they should be engaged in active pursuit of the degree, or must document equivalent experience and expertise to the satisfaction of the MU music faculty.

3.22 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.

3.23 The Assistant Professor must possess potential to be promoted to Associate Professor.

3.24 Normally, Assistant Professors will be evaluated for promotion and tenure in their sixth year, according to the campus requirements. Assistant Professors with truly exceptional research/creative achievements and teaching successes may be considered for early tenure and promotion after five years only if those achievements far exceed the expectations for a regular six-year record.

- 3.3 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
  - 3.31 The Associate Professor must have demonstrated success in teaching, achievement in research/creative activity at the regional or national level, and continuing accomplishment in their discipline. Distinguished participation in professional activities and service is expected of the Associate Professor.
  - 3.32 The Associate Professor should possess potential to be promoted to Professor.
- 3.4 Professor  
Individuals appointed to or promoted to the rank of Professor must meet the requirements for an Associate Professor as well as the following
  - 3.41 The Professor must provide continuing evidence of excellence in teaching. They are expected to provide leadership in developing the instructional activities of the University and in maintaining the highest academic and musical standards.
  - 3.42 The Professor must have documented evidence that they have achieved a position of distinction in the profession as a scholar, performer, composer, and/or pedagogue. Their accomplishments in the area of research/creative achievement must be recognized nationally and/or internationally.
  - 3.43 The Professor must have contributed significantly to regional and national professional organizations as well as to the University in service activities.

**Standing Rule 3. Promotion and Tenure for Tenure-Track Faculty: Procedures**

- 1. Candidacy
  - 1.1 Tenure-track faculty will become a candidate for promotion and tenure based on the mandatory date designated in the letter of appointment. This date may only be changed via the campus Tenure Probationary Extension process
  - 1.2 Tenure-track associate professors may initiate their own candidacy for promotion, generally no sooner than five years past the previous appointment/promotion.
  - 1.3 The Director will identify candidates for tenure and/or promotion no later than April 1 of the year during which their case will be deliberated.
- 2. Terminal Appointments
  - 2.1 Decisions regarding terminal appointments of tenure-track or non-tenure track faculty may be made as a result of the annual evaluation process, according to the dates and deadlines established by the university.
  - 2.2 The Director shall notify each person for whom a terminal appointment recommendation has been received in writing, as soon as possible after such decision has been made.
- 3. Solicitation of Outside Letters of Review
  - 3.1 Each candidate should provide at least six names and email addresses of outside reviewers to the Director, on or before April 15. The reviewers will normally be full professors at major research universities. 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 current or former student, or a personal friend of the candidate.
  - 3.2 Six letters will be requested by the Director. 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.
  - 3.3 Materials to be sent to the reviewers will be prepared by each candidate in consultation with their mentor and the Director.
  - 3.4 Deadline for the receipt of the reviewers' letters of reference in the School office will be on or before August 1.
  - 3.5 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 June 1.
    - 3.51 Copies of selected refereed publications (books, articles, chapter, etc.) representing the candidate's research/scholarship completed since the last hiring, tenure, or successful promotion decision, whichever is the most recent.
    - 3.52 Copies and/or recordings of selected compositions representing a composer's work completed since the last hiring, tenure, or successful promotion decision, whichever is the most recent.
    - 3.53 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 their 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.

4. Preparation of Dossier and Supporting Materials
  - 4.1 Each candidate is responsible for obtaining all pertinent University and School documents regarding the preparation of the dossier. The elements of the dossier currently required by the University may be found online.
  - 4.2 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.
  - 4.3 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.
  - 4.4 Supporting materials beyond the dossier should be minimal and focused on off-campus activities. A digital Supplementary File is created and should be submitted along with the dossier. The materials should include, as pertinent:
    - 4.41 Copies of the complete supporting materials sent to the outside reviewers as listed in 2.4 above
    - 4.42 Documentation to support the most important regional, national, and international off-campus activity of the faculty member. This could include letters of invitation or scanned printed programs (no more than one per activity).
    - 4.43 Representative syllabi for courses taught in evaluation period
    - 4.44 Copies of the complete student evaluation results & comments for the evaluation period
5. Review of Materials for Tenure and/or Promotion to Associate Professor
  - 5.1 The Personnel Committee will review materials in all cases pertaining to tenure and promotion to the rank of Associate Professor
  - 5.2 Members of the Personnel Committee will individually review the dossier, supplementary file, and confidential letters from outside reviewers before discussions about the candidates are held. These materials will also be made available to the members of the Tenured Faculty Committee before their vote.
  - 5.3 The above materials will be available in the Music Office for confidential viewing during business hours or provided to committee members on a secure online site
6. Review of Materials for Promotion to Full Professor
  - 6.1 The Full Professors Committee will review materials in cases pertaining to promotion to the rank of Professor.
  - 6.2 Members of the Full Professors Committee will individually review the dossier, supplementary file, and confidential letters from outside reviewers before discussions about the candidates are held.
  - 6.3 The above materials will be available in the Music Office for confidential viewing during business hours or provided to committee members on a secure online site
7. Faculty Input for the Committee
  - 7.1 Before deliberation and voting by the appropriate committee, any tenured faculty member will be given the option to provide signed written comments to the committee in the areas of teaching, research/creative achievement, and service. These comments will be confidential materials for committee use only, except as required by campus and/or college rules in the case of appeals.
  - 7.2 In the case of joint appointments, faculty from outside of the School of Music may be solicited by the appropriate committee for relevant input in writing, as required by the campus guidelines for joint appointments.
  - 7.3 Each candidate for promotion and/or tenure will meet with the committee to respond to questions and address any concerns.
  - 7.4 The Personnel Committee or the Full Professors Committee may invite the area coordinator or another appropriate faculty member to meet with the committee or committee representative(s) to address any questions or concerns that may have arisen regarding the dossier, based on their expertise and understanding of the area.
8. Deliberations and Voting
  - 8.1 The appropriate committee discusses the candidate, focusing on the areas of teaching, research/creative achievement, and service.
  - 8.2 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.
  - 8.3 The Full Professors Committee takes an official vote by secret ballot.
  - 8.4 The Director, assisted by the committee chair, counts the ballots and retains the ballots in School files.
9. Written Report
  - 9.1 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.

- 9.2 The chair of the appropriate committee will sign the report for the majority unless any member(s) wish(es) to write a minority opinion, which they will sign, and which becomes a part of the official dossier.
  - 9.3 Committee members are given copies of the written evaluation(s) that have been prepared.
  - 9.4 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.
  - 9.5 The completed evaluation prepared by the Personnel Committee shall be available online at a secure site or 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.
10. Role of the Director in Meetings of the Personnel Committee and Full Professors Committee
- 10.1 The Director serves as an ex officio, non-voting member of the Personnel Committee and the Augmented Personnel Committee. They also serve as ex officio on the Full Professors Committee and the Augmented Full Professors Committee, unless they are not a full professor. They 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 and engage in discussion among committee members. (For Director's role with the Tenured Faculty Committee, see Standing Rule 4 below.)
  - 10.2 The Director shall furnish the committee with any information about the candidates that they or the committee deems to be relevant.
  - 10.3 The Director does not vote as a member of the Tenured Professors Committee or Full Professors Committee on matters of promotion and tenure because they have an independent vote that is sent directly to the Dean.
  - 10.4 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 their own recommendation, before the recommendations are delivered to the Dean. They 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.
  - 10.5 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 their 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 (such as new courses, mentoring, teaching innovations, entrepreneurial activity, cross-disciplinary work).

#### **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 the dossier, supplementary file, confidential external evaluations, letter of appointment, and the Personnel Committee's third-year or midpoint review and written evaluation for tenure and promotion.
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 at least one weekday before 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 they have an independent vote that is sent directly to the Dean.

3. **Dissenting Opinion**  
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**  
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**  
The Director shall report in writing to each candidate the vote of the Tenured Faculty Committee and their own recommendation, before the recommendations are delivered to the Dean.
6. **Appeals and Grievances**  
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, as detailed in the Collected Rules and Regulations. 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.

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

1. **Introduction and Definitions**
  - 1.1 **Definitions**
    - 1.1.1 The Collected Rules and Regulations of the Board of Curators recognize three kinds of non-regular faculty:
      - a. full-time, ranked, non-regular faculty (non-tenure track (NTT) faculty)
      - b. full-time, unranked, non-regular faculty
      - c. part-time (adjunct) unranked faculty.
 This Standing Rule addresses only full-time, ranked, non-regular faculty from category a.
    - 1.1.2 All NTT faculty in Music who are appointed or promoted to one of the three ranks cited in 1.1.1 above will have teaching as their primary responsibility and service as their secondary responsibility. No NTT faculty appointed in the School of Music will have research/creative achievement, clinical/professional practice, or extension work as their primary responsibility. NTT faculty may have partial assignments in administrative roles, evaluated as a portion of their teaching load.
    - 1.1.3 For the purpose of merit pay increases and promotion in rank, NTT faculty in the School of Music will be evaluated primarily on teaching as well as on those on professional activities that support teaching and service. The distribution of effort will be no less than 60 percent in teaching with the remaining percent split between professional activities that support teaching and service.
    - 1.1.4 NTT faculty will be assigned higher teaching loads than tenured and tenure-track faculty.
  - 1.2 **Initial Appointment and Evaluation of Performance**
    - 1.2.1 Although NTT faculty may engage in teaching, research/creative achievement, and service, decisions regarding hiring, continuation of employment, merit pay increases, and evaluation for promotion will be based on teaching, professional activities related to teaching, and service according to the distribution of effort stated above.
    - 1.2.2 When NTT faculty members are hired, the School of Music must clearly define the nature and responsibilities of the appointment in writing. Specific job responsibilities and expectations must be explicitly stated in the written job description. Such a description shall be developed by the Director in consultation with the search committee or an appropriate department committee (for example, the tenured and tenure-track faculty members in the area in which the NTT faculty member is to be hired).
    - 1.2.3 NTT faculty in the School of Music must hold as a minimum the master's degree in Music or Music Education, or have equivalent professional experience in teaching and/or professional practice, unless the profile of the position demands a doctorate.
    - 1.2.4 Evidence of the successful candidate's qualifications must be demonstrated through the vita, reference letters, recordings or publications, and through interview and teaching presentations before members of the Music faculty.
    - 1.2.5 Successful candidates must demonstrate potential for excellence in teaching as well as in the service and professional aspects relating to the teaching area.
    - 1.2.6 Searches leading to the appointment of NTT teaching faculty will be conducted on a national basis with the involvement of a faculty search committee. NTT faculty in Music will be selected using search procedures that are described in Standing Rule 11, Faculty Search Procedures.
    - 1.2.7 Final recommendations for hiring remain under the purview of the Director of the School of Music.
    - 1.2.8 The evaluation of teaching and service of NTT faculty in Music will be completed by the Director annually. In addition, the Personnel Committee will review the teaching and service performance for the first year and the pre-promotion review as described in Standing Rule 3.

- 1.2.9 NTT faculty will be evaluated annually on the same criteria for teaching and service as applied to tenured and tenure-track faculty. Those criteria set forth in Standing Rule 5 (2.6).
- 1.2.10 NTT faculty will maintain activities in the UM annual review system as well as preparing a written report of teaching and service activities and professional development annually to be reviewed by the Director.
- 1.2.11 Annual written evaluations will be provided to each NTT faculty member.
- 1.2.12 Appointment terms for NTT are governed by the Collected Rules and Regulation.
- 1.2.13 Reappointments should be based in part on the performance expectations communicated at the time of appointment by the Director with the concurrence of the Dean and the Provost.

## 2. Promotion of NTT Faculty

- 2.1 The evaluation of NTT faculty for promotion will focus on teaching effectiveness and service based on the distribution of effort as defined in 1.1.3 above.
- 2.2 Criteria for Appointment and Promotion in Rank
  - 2.2.1 The Assistant Teaching Professor must demonstrate potential for excellence in teaching and for achieving a position of leadership in the department as a teacher.
  - 2.2.2 The Associate Teaching Professor must have demonstrated success in teaching and continuing accomplishment in their discipline. Notable participation in professional activities and service is expected of the Associate Teaching Professor.
  - 2.2.3 The Teaching Professor must provide continuing evidence of excellence in teaching. They are expected to provide leadership in developing the instructional activities of the University and in maintaining the highest academic and professional standards.
- 2.3 Criteria for Evaluating Teaching Effectiveness
  - 2.3.1 Promotion 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 creative and critical thinking that motivates students to high levels of artistic and academic achievement. It is incumbent upon the candidate to substantiate any activities listed with appropriate documentation.
  - 2.3.2. Appropriate activities for teaching include the following:
    - a. Demonstrating knowledge of subject matter taught, including range, depth, and currency
    - b. Development of new courses, programs, teaching materials, or teaching techniques
    - c. Receiving positive student and peer evaluations of teaching
    - d. Evaluation of student achievement based on clearly stated course objectives that are logical, fair, and clearly understandable to the students as evidenced by course materials, handouts, etc.
    - e. Facilitating student course evaluations every semester for each class taught, where appropriate
    - f. Attracting talented students, including off-campus performances, masterclasses, publications, lectures, participation in professional meetings, and similar activities related to teaching
    - g. Retaining talented students
    - h. Providing competition and/or professional opportunities for students when appropriate
    - i. Providing learning opportunities beyond class or lesson time, such as lectures, critiques, workshops, conferences, or symposiums
    - j. Supervision of research projects, elective and degree recitals, and capstone projects
    - k. Undergraduate and graduate student advising and committee work, including supervision of graduate teaching assistants when assigned
    - l. Maintaining regular office hours for consultation with students and colleagues
    - m. Participating in recruiting, new-student auditions, and final performance exams
  - 2.3.3 Evaluation of Teaching Effectiveness
 

Excellence in teaching in the classroom or studio will be documented using multiple sources from among the following (not in priority order):

    - a. Course materials, including syllabi, handouts, examinations, student projects, etc.
    - b. Participation in the development of new course materials and courses
    - c. Teaching load, enrollment, and student retention
    - d. Success of students in competitions, acceptance of students to graduate programs at other institutions, achievement of student ensembles, and placement of current students at summer festivals
    - e. Supervision of degree and elective recital preparation
    - f. Academic and professional advising of undergraduate and graduate students
    - g. Results of student course evaluations
    - h. Area coordinator's evaluation, if applicable
    - i. Evaluation by the Director or other faculty in annual updates
    - j. Faculty self-evaluation/teaching portfolio
    - k. Success of former students in their area of study
    - l. Written statements by colleagues or by former students
    - m. Grants written for support of instruction or program improvement, either internal or external

- n. Hosting visiting artists, guest lectures, and field trips to complement one's own classroom instruction
  - o. Teaching awards received
- 2.3.4 Faculty members with appointments that include administrative and/or coordinating responsibilities related to teaching and who receive teaching load credit for them will be evaluated on the success of those responsibilities.
- 2.3.5 Evaluating Administrative Responsibilities
- 2.3.5.1 Promotion will be granted only if determination is made that the candidate is an effective administrator. It is incumbent upon the candidate to substantiate any activities listed with appropriate documentation.
  - 2.3.5.2 Appropriate activities for administrative responsibilities may include a combination of the following areas, including but not limited to:
    - a. Planning, including goal setting, meeting preparation, major projects or programs, providing leadership
    - b. Resource management, including financial, budgeting, fiscal record-keeping, fund raising, grant writing
    - c. External relationships, including representing the University and School of Music positively, advocacy for programs and projects
    - d. Production, including facilities and equipment use, supervision of others
    - e. Communication, including marketing, publicity, facilitation between multiple entities
    - f. Supervision of staff, student workers, and/or graduate assistants, when applicable
    - g. Other activities defined by the appointment
  - 2.3.5.3 Excellence in administrative responsibilities should be documented using multiple sources from among the following (not in priority order):
    - a. Evidence of impact on areas of responsibility, including any resulting achievements
    - b. Annual reports supporting ongoing or special projects
    - c. Participation levels in programs or projects candidate has organized
    - d. Evaluation by the Director or other supervising faculty, or written statements from faculty, staff, or students
    - e. Success of fund raising or grant applications
    - f. Awards, honors, invitations to write, edit, or present to professional organizations
    - g. Other materials that best reflect the breadth and depth of projects and responsibilities
- 2.4 Criteria for Evaluating Service
- 2.4.1 Introduction
 

Although all faculty members are expected to provide service to the School, the College, and the University community, service does not carry as much weight as teaching. However, service contributions are a factor in promotion decisions.
  - 2.4.2 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. Outreach work for the School, College, or University
    - c. Service as workshop, conference, or institute organizer
    - d. Serving as a faculty advisor for a student organization
    - e. Participation in national, state, or community arts agencies
    - f. Participation in the meetings or activities of professional associations as officer, speaker, or panelist
    - g. Music-related University activities (including those at departmental, college, campus, and University-wide levels)
    - h. Music-related community service
    - i. Serve as a grant reviewer for local or regional foundations
    - j. Service as a consultant to or on behalf of educational institutions, professional associations, or government agencies
  - 2.4.3 Service to the School, College, University, and the music profession is expected of all full-time faculty members. Service may include tasks performed as members of committees, councils, and advisory boards. Service may also include arranging lectures or concerts on campus and in the community; procurement of grants for visiting performers and/or scholars on campus; organization of field trips (when not part of teaching activities); consulting, judging, and participating in workshops and panels at professional meetings (when not part of research activities). Factors in the evaluation of service include the following:
    - a. Quality of service
    - b. Amount of time and effort required
    - c. Impact or outcome of service
    - d. Importance of the activity
- 2.5 Mentoring
- Mentoring processes may be found in Standing Rule 12

- 2.6 Procedures for Considering NTT Faculty for Promotion
- 2.6.1 Promotion for NTT faculty members is a voluntary process and is not required for reappointment. Those desiring consideration for promotion must request and receive a positive pre-promotion review, normally conducted in the fall semester following completion of the third year in NTT rank or later. The pre-promotion evaluation, along with annual reviews of accomplishments by the Director, should be seen as indicators of readiness for promotion.
- 2.6.2 NTT faculty members normally become eligible for promotion after six years of excellent teaching and service in rank. A candidate who applies unsuccessfully for promotion may re-apply in three years. Successful or unsuccessful promotion reviews carry with them no automatic reward or penalty.
- 2.6.3 The Augmented Personnel Committee, as defined in Article V, Section B, is responsible for considering the promotion of NTT faculty to Associate Teaching Professor. For cases of promotion from Associate Teaching Professor to Teaching Professor, the School of Music Augmented Full Professors Committee will consider the promotion.
- 2.6.4 Nominations
- A faculty member may request consideration for their own promotion, or any tenured or tenure-track faculty member may nominate a NTT faculty member for promotion.
  - The deadline for submitting such recommendations or requests to the Director of the School of Music is May 1 for review during the following year. The Director shall inform the entire music faculty about any recommendations or requests received.
- 2.7 Preparation of the Dossier of Supporting Materials
- 2.7.1 The dossier that is prepared by the candidate for promotion will be organized according to the Guidelines defined by the Provost's Office.
- 2.7.2 In addition to the materials required by the Provost, the School of Music requires the preparation of a digital Supplementary File. This File should include:
- Representative syllabi for courses taught in evaluation period
  - Copies of the complete student evaluation results & comments for the evaluation period
- 2.7.3 The deadline for submitting the completed dossier is October 1.
- 2.8 Review of Materials
- 2.8.1 The Augmented Personnel Committee will review materials by the candidate seeking promotion to the rank of Associate Teaching Professor, or the Augmented Full Professors Committee will review materials seeking promotion to Teaching Professor. The materials will be available for review for a minimum of one week.
- 2.8.2 Members of the Augmented Committees will individually review the complete dossier and Supplementary File before meeting with the candidate.
- 2.8.3 The Director of the School of Music shall provide the committee with a copy of the candidate's letter of appointment and all annual evaluations completed since the last hiring or successful promotion decision, whichever is the most recent.
- 2.9 Meeting of the Augmented Personnel Committees
- 2.9.1 The meeting of the Augmented Personnel or Augmented Full Professors Committee should be held on or about November 1.
- 2.9.2 The Director shall set the date of the meeting and notify all committee members at least two weeks in advance.
- 2.9.3 The Director serves as an ex officio member of the committees. They shall serve as the convener and moderator of the meeting, but shall not participate in the discussion, except that they may ask questions of those providing information and answer questions posed by a committee member.
- 2.9.4 Prior to deliberating and voting, the committee will invite all faculty to submit signed comments in writing to the committee.
- 2.9.5 Each candidate for promotion will meet with the committee to respond to questions and address any concerns. Any suggestions for the revision of promotion documentation should be made at that time or earlier.
- 2.9.6 After interviewing the candidate and reading the submitted comments about the candidate's work, the committee shall discuss the candidate's qualifications for promotion. The committee discussion must focus only on responsibility areas specified in the appointment letter.
- 2.10 Voting
- 2.10.1 After discussing the qualifications of all candidates, a vote by secret ballot will be taken for each candidate. All committee members are expected to vote.
- 2.10.2 The Director does not vote as a member of the committee on matters of promotion because they have a separate and independent vote.
- 2.10.3 The Director, assisted by the chair of the Augmented Personnel or Augmented Full Professors Committee, will count the ballots. The ballots will be retained in departmental files.
- 2.11 Preparing the Written Report
- 2.11.1 The Augmented Personnel or Augmented Full Professors Committee must also prepare a written evaluation for each candidate for the benefit of others beyond the department level who will be involved in the evaluation of the candidate. Each evaluation should address strengths as well as concerns about teaching and service. The final

written evaluation from the committee shall reflect the majority vote of the committee. The signed evaluation will be given to the Director for inclusion in the candidate's dossier.

- 2.11.2 The chair of the committee will sign the evaluation document, thereby acknowledging that it reflects the majority vote of the committee. Anyone wishing to express an individual opinion must submit their evaluation in both paper and digital form to the Director for inclusion in the printed and digital materials submitted for each candidate within seven calendar days following the vote of the committee.
  - 2.11.3 A copy of the written evaluations by the committee and the Director will be given to the candidate no later than fourteen calendar days after the date of the vote by the committee.
  - 2.11.4 All committee members will be given a copy of each signed committee evaluation that has been prepared.
- 2.12 Reporting the Vote
- 2.12.1 Following the vote by the Augmented Personnel or Augmented Full Professors Committee, the Director shall report in writing to each candidate the vote of the committee and the Director's own recommendation, before the recommendations are delivered to the Dean.
  - 2.12.2 The Director will prepare a written evaluation of teaching and service for each 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 their time at the University, 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 any factors requiring special consideration.
- 2.13 Appeals
- 2.13.1 A candidate who receives a negative evaluation and recommendation from the majority of the committee and/or by the Director shall have seven calendar days from the date of receipt of that information to notify the Augmented Personnel or Augmented Full Professors Committee and the Director of their intent to appeal. The Director will schedule a meeting to hear the appeal within seven days of such notification.
  - 2.13.2 The candidate may elect to appeal the recommendation, or they may elect not to contest the recommendation at the department level. If candidate chooses to contest the recommendation, then they are expected to furnish substantive evidence contesting the recommendation.
  - 2.13.3 A report of the appeal vote by the Augmented Personnel or Augmented Full Professors Committee shall be added to the candidate's dossier and accompany the Director's recommendation to the Dean of the College of Arts and Science as well as the Arts and Science Promotion, Tenure, and Membership Committee.
3. Academic Freedom and Participation in Faculty Governance
- 3.1 Prior to the ending date of their term appointments, NTT faculty members have the same academic protections regarding academic freedom as tenure and tenure-track faculty members.
  - 3.2 Adequate cause for dismissal prior to the stated ending date of the term appointment must be related directly and substantially to the faculty members' fitness or performance as a teacher. More information can be found in the Collected Rules and Regulations 310.010 and related sections in the campus bylaws.
  - 3.3 Since University policy strongly encourages the participation of NTT faculty in faculty governance, they will be full-voting members of the School of Music faculty and be eligible to serve on all departmental committees, except for those whose membership is restricted to tenured and/or tenure-track faculty.

#### **Standing Rule 6. Graduate Faculty & Doctoral Faculty Status**

1. Graduate Faculty

The certification of Graduate Faculty at the University of Missouri is controlled by the Graduate School, and the School of Music abides by their processes.

  - 1.1 Any faculty or staff member who will be teaching a course at the graduate level or sitting on a graduate committee must receive Graduate Faculty status in their first semester. The Director shall see that new teaching personnel are nominated and approved, and any required renewals are completed in a timely manner.
  - 1.2 Any faculty member who will be chairing a doctoral dissertation and/or doctoral committee must qualify for Doctoral Faculty status by the Graduate School. Criteria for music are set by the music faculty and approved by the Graduate School. Currently, only the PhD in Music Education is offered, so those guidelines are included here.
2. Doctoral Faculty for Music Education
  - 2.1 Doctoral Review Committee
    - a. The review committee will be composed of current Doctoral Faculty Members in Music Education and the Director of the School of Music. Recommendations for/against appointment/reappointment will be based on a simple majority vote.
    - b. A recommendation for appointment/reappointment to doctoral faculty will be forwarded from the Director of the School of Music to the Graduate School in accordance with MU policies, including all materials required by such policies. The Associate Vice Chancellor for Graduate Studies will act on the departmental committee recommendations and make the appointments/reappointments.
  - 2.2 Criteria for Initial Appointment (5-year term)

Applicants must:

- a. Hold an earned doctorate with a major in music education.
  - b. Provide evidence of conceptualizing, designing, implementing, and publishing research, demonstrated by at least two research-based publications in music education, excluding the applicant's doctoral dissertation, within the past 5 years (or since appointment at the University of Missouri if that is less than 5 years). These may include books, chapters in edited books, and/or articles in refereed journals that have national reputations. Research accepted for publication (in press) will count with appropriate documentation.
  - c. Have served on and/or co-chaired the doctoral advisory committee for a minimum of two PhD students' completed dissertations.
  - d. Provide written statement of on-going research activity.
  - c. Be a member of the MU Graduate Faculty and have a record of teaching graduate courses, problems and/or research courses for at least 4 semesters in the past 5 years.
- 2.3 Criteria for Reappointment (required every 5 years after Initial Appointment)  
Applicants must:
- a. Document achievement in research/scholarship, as evidenced by at least two research-based publications in music education within the past 5 years. These may include books, chapters in edited books, edited chapters, and/or articles in refereed journals that have national reputations. Research accepted for publication (in press) will count with appropriate documentation. Serving as editor of a research journal will be considered the equivalent of one scholarly publication.
  - b. Have served as the chair of a doctoral advisory committee for a minimum of one completed dissertation.
  - c. Provide a written statement of on-going research activity.
  - d. Be a member of the MU Graduate Faculty and have a record of teaching graduate courses, problems and/or research for at least 6 semesters in the past 5 years.
- 2.4 Application Process  
Applicants will submit:
- a. A current curriculum vitae including degrees earned and all research publication and presentation activities.
  - b. A statement documenting on-going research activity.
  - c. A list of doctoral advisory committees and completed dissertations for which the applicant has served as a committee member, co-chair and/or chair.
  - d. A list of graduate courses, problems and/or research courses taught during the last 5 years.
- 2.5 Appeal Process  
If an applicant is denied appointment/reappointment by the departmental Doctoral Review Committee, the applicant may appeal to that Committee in writing or in person. If that still does not provide a resolution, the applicant may follow MU procedures and submit an appeal to the Office of Graduate Studies (refer to the Graduate Studies website for current procedures). In the event of a negative decision at the Office of Graduate Studies level, the Graduate Faculty Senate Executive Committee will adjudicate the case.
- 2.6 Transfer of Doctoral Faculty Appointments
- a. In accordance with UM Policy: "Doctoral Faculty members transferring from any department or campus within the University of Missouri System to the MU campus shall retain and be accorded the full status of their current doctoral faculty appointments."
  - b. Music Education faculty members who have received appointment to Doctoral Faculty or the equivalent or have been directing dissertations at another National Association of Schools of Music-accredited institution for the past five years, who are hired by the University of Missouri, will be considered for Doctoral Faculty using the reappointment criteria.

**Standing Rule 7. Annual Report of Faculty Activity**

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

1. Annual Report. Each full-time faculty member is responsible to submit details of their activities in the online annual review system or other subsequent software as required by the campus.
2. School of Music Activity Summary. In addition to completing the annual report, each full-time faculty member must submit a brief summarizing report 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 annual report, 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 annual report, and teaching evaluations for the year will be provided as well.

**Standing Rule 8. Annual Review of Untenured Faculty**

1. The Personnel Committee shall conduct annual reviews of all untenured tenure-track 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 conduct or appoint another faculty member to provide a teaching evaluation for each untenured full-time faculty member and each Assistant Teaching Professor, using the criteria and description of activities cited in Standing Rule 2, section 2.2 and Standing Rule 5, section 2.3 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 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 their 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 member 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 their file.
  - 1.4 The committee will evaluate the untenured tenure-track 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 tenure-track 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 tenure-track faculty member annually to review their achievements during the preceding year.
  - 1.7 First-year tenure-track 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.
  - 1.9 At the mid-point of the tenure-track 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. For NTT faculty members, a parallel pre-promotion review process may be conducted by the Augmented Personnel Committee, if requested by the candidate, in the late fall semester after their third year.
  - 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 full-time untenured tenure-track faculty member. This evaluation is disclosed to the faculty member by the Director. The evaluation must be sent to the Dean following the mid-point review for tenure-track positions.
  - 1.12 The untenured tenure-track faculty member may write a response, which will be placed in their file and sent to all members of the Personnel Committee. If the response concerns the tenure-track mid-point review, it will also be sent 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 their accomplishments in teaching, research/creative achievement, and service. This report may

be the same as the one that is submitted to the campus annual review 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. Campus Administrators are responsible for maintaining a schedule of anticipated five-year evaluations. Tenured faculty members will be notified by the Director in their fourth year that a fifth-year review is anticipated during the following academic year.
  3. Following the completion of each annual review and the five-year review, the Director will transmit their 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, they 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 committee.
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, post-doctoral, 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 their 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. The Search Committee and the Director, as well as a representative from the School's Personnel Committee and the Dean's office (in the case of tenure-track searches), shall interview each candidate. In addition, members of the Search Committee (and of the Personnel Committee in the case of tenure-track searches) are to make every reasonable effort to attend the candidate's lectures, performances, and/or other presentations.
8. The Search Committee shall solicit evaluations of each candidate from music faculty and students. The Committee shall also solicit evaluations from the Personnel Committee (in the case of tenure-track searches) regarding the candidate's potential for achieving tenure and promotion.
9. 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.
10. 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 Assistant Professors and Assistant Teaching Professors**

1. Each incoming faculty member in a tenure-track or full-time ranked non-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 the annual review system annual report
  - 4.2 Preparation of the profile for promotion and tenure for the first Personnel Committee evaluation (tenure-track faculty members)
  - 4.3 Preparation of the third-year (or mid-point) review for the Personnel Committee
  - 4.4 Preparation of materials for tenure and/or promotion consideration
  - 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.

**Standing Rule 13. Student Recital Hearing Committee Procedures**

1. Chair of the Committee
  - 1.1 The members of the Student Recital Hearing Committee shall elect a chair for the academic year at the first meeting of the committee from the standing members. The chair shall have these responsibilities:
    - 1.11 Consult with the Administrative Assistant regarding scheduling, particularly when conflicts and issues of over-scheduling arise.
    - 1.12 Communicate with members of the committee, confirming the weekly schedule.
    - 1.13 Oversee the creation of second or divided committee when more than one room is needed for hearings.
  - 1.2 The chair may appoint an acting chair, as needed, in cases of their absence.
2. Division of the Committee
  - 2.1 Two parallel committees shall be formed to staff the recital hearings.
  - 2.2 Members of the voice and keyboard areas shall conduct hearings for performance degree recitals from either area; for voice students, one member of the keyboard faculty shall attend the hearing. Similarly, for piano students, one member of the voice area shall attend.
  - 2.3 Members of the instrumental faculty (woodwind, brass, percussion, strings) shall conduct hearings for performance degree recitals from those areas. All the members from the area of the student, plus one from each of the other areas, shall attend.

- 2.4 To the extent possible, the chair of the committee shall equitably balance the two committees' use of the primary performance facility for hearings.
  - 2.5 Each individual area is responsible for providing a hearing for students presenting a recital as a part of the capstone project in the BA program. No other committee member from outside the area is needed except to make the 3-person minimum for the hearing. The area is responsible to approve the written component of the capstone project as well as the performance.
3. Individual Faculty Responsibilities
- Each applied music faculty member is individually responsible for initiating and executing a student recital hearing for their applied student. The steps to be followed include:
- 3.1 Select and prepare appropriate repertoire well in advance, and reserve the recital date with the Administrative Assistant. For recital programs that will be longer than 60 minutes, select a start time that will not impact a following recital's set up time (for example: choose the last afternoon time or the last evening time on the date).
  - 3.2 At least four weeks prior to the proposed recital date, schedule the hearing with the Administrative Assistant during the hearing time blocked in the Recital Hall calendar. Normally, the hearing should be held a minimum of 10 days prior to the proposed recital date (7 days prior for Summer Session). Exceptions can be made to accommodate school breaks, with the permission of the chair of the committee. Hearings that are not properly scheduled in this manner will not be heard.
  - 3.3 Alert the other members of the applied area as well as the chair of the committee as soon as the hearing date is set.
  - 3.4 For recitals serving as a capstone project (BM Senior or recital option for BA project), oversee the preparation of program notes. The applied faculty member is responsible for the student preparing original, edited notes that are a minimum of 2000 words. The applied faculty member is also responsible for distributing the edited notes to the committee at least 7 days before the hearing (email attachment preferred). The committee will consider the program notes for approval at the time of the hearing.
  - 3.5 Prepare a paper copy of the repertoire offered for the hearing, in the format normally used for School of Music events. Bring enough copies to the hearing for the committee.
  - 3.6 Prepare one copy of the official Degree Recital Hearing Form prior to the hearing.
  - 3.7 The faculty member of the student presenting the hearing must be present for the hearing.
  - 3.8 Following the committee deliberations, the faculty member must
    - 3.81 Deliver the signed form to the Administrative Assistant in the Music Office immediately for placement in the student's permanent file
    - 3.82 Inform the student of the decision of the committee
4. Hearing
- 4.1 The student shall begin with a selection/movement of their choice from the program offered.
  - 4.2 The committee shall then hear other selections from the program, including partial movements and pieces. Normally, every piece on the degree/credit recital must be available for the hearing committee to choose, including chamber music. The committee should hear a minimum of three contrasting selections.
  - 4.3 The hearing shall be approximately 12 minutes long.
  - 4.4 Following the last selection, the student performer shall exit the hall for confidential deliberations by the committee.
  - 4.5 The committee shall confer immediately after each hearing, and sign the form to approve (or not) the hearing. A majority of committee members present, including a majority of the area present, must support the hearing for the program to be approved for public performance.
5. Failed Hearing Procedure
- 5.1 Recital programs not recommended for public performance may not be performed, and must be rescheduled no sooner than one month (four weeks) later. A new hearing must be scheduled and passed before the degree/credit recital can be publicly presented.
  - 5.2 Students shall have only one subsequent opportunity to successfully complete the recital hearing/performance for degree/credit on the same repertoire.

**APPENDIX**  
**Forms, Policies, and Procedures**

**A. NEW COURSE PROPOSALS**

1. New Course Proposals must include all of the following:
  - a. Course Level(s)
  - b. Title
  - c. Credit Hours
  - d. Expected Enrollment
  - e. Catalog Description (2000-character max)
  - f. Course justification/curricular need/role
  - g. For what majors/minor will the course be required or recommended?
  - h. Can the course be taken more than once for credit?
  - i. Prerequisites or co-requisites [include Permission required if pertinent]
  - j. Was the course previously offered as a topics course?
  - k. Plans for offering the course - instructor, frequency, semester, course meeting time(s)
  - l. Course components - Standard Lecture, Laboratory, or Seminar
  - m. Identify two current classes “most related” (required for new courses - choose two that are closest); explain why these courses are insufficient to meet the needs met by the proposed course
  - n. Course Syllabus, which must include:
    1. Course Description
    2. Required/Recommended Text
    3. Objectives
    4. Policies: Academic Honesty, Accommodation, Inclusion, Recording, classroom discussions
    5. Course Requirements: Attendance, Participation
    6. Grading, weighted by class component;  
if cross listed, differentiate Undergrad from Grad
    7. Calendar including exams, due dates, assignments
2. Although the course number will be determined by the Chair of the Curriculum Committee, course proposers should be aware that University classes are offered with this numbering system:

1000-1999	primarily for freshmen
2000-2999	primarily for sophomores
3000-3999	primarily for juniors (no graduate credit allowed, can be cross-listed with 7000+ classes)
4000-4999	primarily for seniors (no graduate credit allowed, can be cross-listed with 4000+ classes)
7000-7999	primarily for master’s and doctoral students
8000-8999	primarily for master’s and doctoral students
9000-9999	primarily for doctoral students

In the School of Music, course numbers are placed into one of these sectors

- |      |                                   |
|------|-----------------------------------|
| x000 | General & Problems Courses        |
| x100 | Music Education                   |
| x200 | Music Theory                      |
| x300 | Music History and Literature      |
| x400 | Applied Music & Recitals          |
| x500 | Entrepreneurship                  |
| x600 | Instrumental and Vocal Techniques |
| x700 | Instrumental and Vocal Repertory  |
| x800 | Ensemble Courses                  |

**B. DEGREE REQUIREMENT CHANGES**

Areas should submit the following items to the Curriculum Committee for consideration

1. Degree Program
2. Summary of the Change
3. Current Plan/Aspect(s) Being Changed - attach a copy of the Degree Plan
4. Proposed Change – detail/highlight the changes
5. Rationale and Justification for the Proposed Changes

### **C. FULL-TIME FACULTY ABSENCE FROM CAMPUS**

1. The faculty members of the MU School of Music acknowledge that the primary responsibility of their teaching appointments is to provide instruction on a regular basis to undergraduate and graduate students. The ideal schedule would be to meet every student for every scheduled class or lesson during the regular 15-week semesters (4 or 8 weeks for summer session), plus the final examination. The realities of conference presentations, adjudication offers, or performance-based research/creative opportunities for music faculty sometimes make this impossible. We must also take into account the very real possibility of unexpected absences due to illness, weather, or family emergencies.
2. In an effort to seek guidelines for faculty, the former MU Faculty Consultation policy was used to create reasonable criteria. Although this policy defined the maximum number of instructional days/hours for outside consulting purposes, the boundaries seem to provide a good reference point for music faculty wishing to be absent for research and/or performance opportunities that occur during the academic year. The policy required that faculty should not be away from campus more than 30 weekdays per calendar year, which would be no more than 15 weekdays per term (7 days per 8-week summer session), or 20% of the instructional time, without prior approval.
3. Assuming that we aspire to the 100% of instruction due our students, the policy listed below addresses the activity of full-time music faculty member who must miss regular teaching days:
  - 3.1 Applied instruction that is missed should be rescheduled so the student has been offered 15, and received at least 13 (85%), of the 15 individual lessons every semester. Ideally, any make-up lessons would be well spaced and not unreasonably grouped together.
  - 3.2 Missed classes or rehearsals, which cannot as easily be rescheduled, should be met by a substitute teacher or by assigning a reasonable out-of-class activity. Ideally, at least 85% of class meetings should be offered, including classes cancelled due to illness, weather, family emergencies, etc.
  - 3.3 Lessons, classes, and rehearsals taught by substitute graduate assistants are not considered the equivalent to professor-led instruction for the purposes of calculating absences.
  - 3.4 Research, presentation, adjudication, or performance absences within a semester should ideally be spaced so they do not involve more than five consecutive weekdays or two consecutive classes. The continuity of lessons, rehearsals, and classes should normally not be sacrificed.
  - 3.5 Faculty members should not accept any outside research or performance engagements that will require more than 15 days/term absence (or 80% of instruction) without first discussing this with the Director, ideally before the semester begins. This pertains to both paid and unpaid activity/performances.
  - 3.6 The Director should be notified by email about all absences from campus during regular class weeks for research, presentations, adjudication, or performances, prior to their occurrence. Absence notifications for illness and family emergencies are also requested.

### **D. Workload Policy**

The School of Music, in consultation with the Dean of Arts & Science, has adopted a Teaching Load Policy for faculty members based on these principles:

1. Objective
  - 1.1 To determine a baseline teaching load for faculty in tenure-track (TT), tenured (T), and non-tenure track (NTT) positions that fulfills the ensemble requirements, curricular needs, and research/creative achievement mission of the School of Music.
  - 1.2 To determine a path to adjusting the baseline teaching load to maximize research/creative achievement productivity while maintaining high quality instruction. Faculty producing the highest quality research and creative achievement should be allotted additional time to produce such research, while those who are producing less can contribute more towards the teaching needs of the School.
2. Teaching
  - 2.1 Tenured and Tenure-Track Faculty (T/TT)

Teaching loads described in this section assume a 40-40-20 percentage distribution of duties among teaching, research, and service, respectively.

    - 2.11 An appropriate annual teaching load for academic faculty (teaching classes that meet 2-3 hours/week) should be two courses each semester (2-2).
    - 2.12 An appropriate annual teaching load for applied studio faculty (teaching individual weekly lessons to several students) should be based on ensemble and studio target numbers each semester.
    - 2.13 An appropriate annual teaching load for conductors and ensemble directors should be two large ensembles in addition to one literature or conducting course.

- 2.2 Non-Tenure-Track Faculty (NTT)  
Teaching loads described in this section assume an 80-20 distribution of duties among teaching and service, respectively.
- 2.21 An appropriate annual teaching load for academic faculty (teaching classes that meet 2-3 hours/week) should be four courses each semester (4-4).
- 2.22 An appropriate annual teaching load for applied studio faculty (teaching individual weekly lessons to several students) should be based on ensemble and studio target numbers each semester.
- 2.23 An appropriate annual teaching load for conductors and ensemble directors should be two large ensembles in addition to two literature or conducting courses.
- 2.3 Combinations of academic, applied, and conducting categories of teaching occur frequently and should be adjusted using percentages rather than exact numbers.
- 2.4 When it has been determined between the Director and an applied faculty member that a significant shortage of target enrolments of a particular applied studio will occur in either semester, the Director may assign additional classroom teaching to the applied studio faculty member.

### 3. Teaching Reductions

- 3.1 Faculty Ensembles/Recruiting  
The unique nature of recruiting for the School of Music necessitates faculty ensembles that can travel and perform in schools throughout Missouri. Much like our athletic programs, we seek ~~out~~ the best musicians in the state on every instrument/voice type. The time required for this activity is in addition to time spent on research and creative achievement. Applied studio faculty members in these ensembles will receive a partial teaching waiver as determined by the Director.
- 3.2 Coordinators  
One of the necessary components in managing a School of Music with dozens of unique faculty members is to have Coordinators who serve in ~~supervisory/advisory~~ roles related to teaching. They regularly meet with 4-5 faculty members to create and develop syllabi and curriculum for multiple section courses, serve on performance jury committees during finals, and discuss student issues throughout the semester. Faculty members assigned as Coordinators may receive a partial teaching waiver as determined by the Director.
- 3.3 Administrative Assignments  
Faculty who have administrative assignments as Associate Director, Director of Undergraduate or Graduate Studies and similar will receive a partial teaching waiver as determined by the Director.

### 5. Review Process

- 5.1 Each faculty member undergoes an annual evaluation by the Director. In addition, the Personnel Committee, as required by the School of Music Bylaws, evaluates certain faculty based on their rank and total years of teaching. As part of these evaluations, workload will be evaluated and any resultant issues addressed.
- 5.2 The Director may assign courses or other duties to faculty who are under load or may discuss a reallocation of teaching and/or research percentages should it be determined that there has not been a sufficient degree of successful research or creative activity completed in the past two years.