

SCHOOL OF MUSIC

DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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School of Music

Departmental Procedures, Criteria, Standards, and Bylaws

- I. Introduction/Preamble
 - A. School of Music definition of faculty.
 - 1. Regular faculty are all those occupying a tenure track.
 - 2. Temporary faculty are those not on tenure track, excluding graduate assistants.
 - B. Faculty meetings are scheduled once per month on Thursdays at 11:00 a.m. during the academic year. Notification of meetings, music major auditions and other critical dates is made at least one week before the first day of classes. Changes or additional meetings are circulated.
 - C. The policy making body, the School Council, will make recommendations as follows:
 - 1. Recommendations to the regular faculty all of whom will vote on the following:
 - a. Tenure track and full-time temporary faculty appointments;
 - b. Procedures, Criteria and Bylaws.
 - 2. Recommendations to the regular and temporary faculty all of whom will vote on the following:

- a. Curricular items;
- b. Director appointment.

II. The Governance Structure and Operating Methods of the School of Music

A. The position of Director

1. Duties of the Director

a. Administrative Functions

The Director is the chief administrative representative of the academic faculty of which s/he is a member. S/he is also the chief representative on campus of the academic discipline to which s/he belongs. This places the Director in the unique position of responding to administrative assignments from the Dean and Provost, maintaining disciplinary standards on campus, and meeting the expectations of the school faculty. Among the specific administrative tasks the Director should carry out in accordance with input from the School Council are:

- (1) Communicate effectively the school needs and desires to the Dean and Provost;
- (2) Communicate and interpret College and University decisions to the faculty;
- (3) Maintain open lines of communication and encourage an appropriate balance among specializations within the school;
- (4) Encourage the development and improvement of the school curriculum, and see that the proper curriculum forms are submitted on schedule;
- (5) Attend to the preparation of bulletin information in accordance with deadlines;
- (6) Prepare the schedule of class offerings;
- (7) Assign faculty to classes, laboratories, and studios;
- (8) Take a leading role in recruiting and retaining a capable faculty;

- (9) Strive to maintain faculty morale by preventing and resolving conflicts, and by arranging for the effective and equitable allocation of faculty responsibilities;
- (10) Supervise the secretarial and technical staff and school record keeping and comply with the freedom of information regulations;
- (11) Monitor the condition of the music facilities;
- (12) Provide direct supervision and accountability for budgets in the school;
- (13) Facilitate and encourage grants and contracts from extramural sources;
- (14) Coordinate the development of the school planning document;
- (15) Supervise the preparation of the school for accreditation and other reviews;
- (16) Appoint an Assistant Chair at his or her own discretion. The duties of the Assistant Chair will be decided by the Director and Assistant Chair.

b. Faculty and Personnel Duties

Among the most important duties of the Director are those relating to faculty and personnel. The success of the school is frequently dependent upon the abilities of the Director in this regard. Among the specific tasks are:

- (1) Meet with faculty to discuss problems which may affect teaching competence;
- (2) Make independent judgments and recommendations in addition to those made by the appropriate committee relative to hiring of faculty, promotion, tenure, reappointment, retirement, salary adjustment, sabbatical leaves, and leaves of absence, and share the recommendations with the individual involved;
- (3) Inform faculty of school recommendations made regarding the promotion, tenure, reappointment or retrenchment within 24 hours of the decision or as soon as possible;

- (4) Seek to improve faculty performance by fostering and acknowledging good teaching, stimulating research, scholarly writing and creative activity;
- (5) Supervise area coordinators and chair School Council meetings;
- (6) Recommend school members for the Graduate Faculty in accordance with school recommendations from areas;
- (7) Recruit and retain a capable faculty;
- (8) Maintain faculty morale by resolving and preventing conflicts;
- (9) Arrange effective and equitable allocation of faculty responsibilities;
- (10) Supervise orientation of new staff.

c. Liaison Functions

The School Director has primary responsibility for representing the school and the discipline to the College, the University, and the community-at-large. Among the specific duties are:

- (1) Fulfill public relations responsibilities, and develop a strong school image and reputation on campus and off;
- (2) Promote interschool and interdisciplinary cooperation in the developing and maintaining of academic programs.

d. Student-Related Duties

The recruitment and retention of outstanding students are often dependent upon how wisely and effectively the School Director responds to student needs. Among the specific duties are:

- (1) Supervise the academic advisement process, and monitor the process to see that it is responsive to changing student goals and aspirations;
- (2) Support student clubs and organizations which foster achievement and professional development;

- (3) Assist in recruitment and retention of talented students;
- (4) Advise students of special registration procedures, auditions, and enrollment criteria, etc., and administer those procedures when appropriate.

e. Role Characteristics

No one would presume to define the precise nature of leadership. There are simply too many different styles and techniques of carrying out the duties of the Director. However, there are a number of consistent qualities that are important to the administration of the school. Among them are:

- (1) Ability to judge people fairly and thoughtfully;
- (2) Ability to initiate and sustain action towards defined goals and to encourage the initiative of others;
- (3) Ability to work well with the School Council, committees and to promote their effectiveness in doing the work of the school;
- (4) Skill in participatory decision-making and consultation;
- (5) Receptivity to fair criticism;
- (6) Ability to communicate in a manner that seldom requires clarification;
- (7) Ability to plan ahead, and make time for planning by delegating routine work.

2. Procedures for the appointment, reappointment and formal review of the Director.

a. No later than the beginning of the fall semester in the final year of the appointment of the School Director, the School Council shall appoint a Review/Search Committee, consisting of:

- (1) At least 5 but not more than 7 regular and temporary faculty. The majority of the Review/Search Committee should be tenured;

- (2) At least one representative from each of the areas; instrumental, vocal, keyboard, music education, and theory/literature.
- b. The incumbent Director will then be asked if s/he wishes to serve for an additional designated term.
- c. If the answer is “yes,”
- (1) The Director will be provided with a copy of a “Director Evaluation Form” which will be developed by the Review/Search Committee and informed that s/he should either devise a different evaluative instrument which should be approved by the School of Music Review/Search Committee or agree to the standardized one;
 - (2) The evaluation form will be sent to all faculty of the school, technicians, and full-time regular secretarial staff;
 - (3) The completed forms will be returned to the Director of the Review/Search Committee who will then consolidate a report;
 - (4) The results will be shared with the incumbent and the faculty will be sent a copy of the summary of the evaluation report;
 - (5) The committee’s recommendation will be brought to the full faculty for a vote;
 - (6) The school recommendation will be sent to the Dean for approval. If the recommendation is for reappointment of the Director and the Dean approves, the incumbent’s name is forwarded to the Provost with the recommendation for reappointment. If the Dean does not approve, the Dean will meet with the search committee and a new search may be initiated.
- d. If the incumbent Director resigns, is unable to continue to serve, does not wish to serve another term, or if the evaluation report is unfavorable, then the following procedure is used:
- (1) At the discretion of the school and assuming the availability of FTE, a national search will be initiated.

- (2) The Review/Search Committee will establish an interview schedule for each of the final candidates being considered for the position of Director which includes meetings with the following:
 - (a) School of Music Faculty
 - (b) The Dean of the College of Communication and Fine Arts
 - (c) The Provost
 - (d) The Dean of the College of Graduate Studies
- (3) Evaluations of each candidate will be solicited from each of the above.
- (4) After interview the Review/Search Committee will present its recommendation to the School Council which in turn will present the results of its deliberations to the faculty for final action.
- (5) The Chairperson of the Review/Search Committee will forward the faculty's recommendation to the Dean as in II.A.2.c.(6).

3. Methods for providing informal annual feedback as called for in the Agreement.

- a. In April of each year all teaching faculty will participate in an informal review of the Director by filling out a questionnaire provided by the School Council. Questionnaires will be returned to the Director.

B. The Executive Committee – The School Council

1. Composition

- a. The area coordinator from each of the five instructional areas; instrumental, vocal, keyboard, music education, and theory/literature.
- b. One tenured faculty member-at-large elected by the entire music faculty.
- c. One non-tenured member of the regular faculty elected by the entire music faculty.
- d. Administrative Aide or Assistant School Director as appropriate.

- e. One representative of the Academic Senate unless present in a, b, c, or d above.
- f. The School Director serves as School Council Chairperson.
- g. School of Music Director of Music Events – ex-officio non-voting member.
- h. School of Music Graduate Coordinator.

2. Selection Procedures

- a. Regular elections for the School Council will be held at the April or May music faculty meeting. Area coordinators will be elected during years ending with even numbers; members-at-large, and the Academic Senate representative (if appropriate) will be elected in years ending with odd numbers.
- b. Vacancy replacements will be made as follows: Area coordinators will be elected according to procedures in II.C.2. Other vacancies will be filled by special election with the entire faculty voting.

3. Duties and Functions

- a. Discuss changes in the music curricula and degree programs as recommended by the Curriculum Committee.
- b. In consultation with area coordinators or area committees, discuss and plan teacher assignments and utilization, faculty loads, course offerings, and scheduling.
- c. Establish a yearly operating budget including priority lists for equipment purchases.
- d. In consultation with area committees, determine criteria for faculty recruitment and retention; determine acceptability of faculty candidates as recommended by area screening committees.
- e. Establish such committees as may be deemed necessary to supplement the instructional area committees granted School Council representation.
- f. Make recommendations regarding Sabbatical Leave proposals.
- g. Recommend faculty for admission to the Graduate Faculty.

- h. All actions of the School Council will be reported to the Music Faculty, Dean, and other appropriate administrative authority.
- i. Review and approve group travel requests, and facility use requests.

4. Procedure

- a. All approved formal actions of a School Council meeting will be reported to the Music Faculty within three working days. If a faculty member wishes any action of the School Council to be placed on the agenda of a Faculty Meeting, s/he may so inform the Director within one week of receipt of the School Council report. If no such request is received, the actions of the School Council will become representative of the school.
- b. Any faculty member may request the Director to place an item on the School Council meeting agenda. Such requests should be written.

C. Area Committees

- 1. An area committee will consist of those faculty members who teach in that subject matter area. If a faculty member teaches in more than one area, s/he will be considered a member of the committee in each of these areas.
- 2. Area Coordinators
 - a. Each area committee will select an area coordinator according to the following criteria:
 - (1) Eligibility: Full-time regular faculty member with at least 3 years at Central Michigan University and rank of assistant professor or above, teaching at least .50 FTE in the area. In extenuating circumstances a temporary faculty member may serve as area coordinator.
 - (2) Term of office: Two academic years with no limit on number of terms.
 - (3) Election: Elected by a simple majority of the faculty who teach one or more classes or at least 3 half-hour lessons within the area in which s/he will serve as coordinator. Election will be held in April or May preceding the term of

office. In case of a tie, the School Council will choose between the two candidates.

- (4) Responsibilities: In addition to serving on the School Council, area coordinators will provide coordination and supervision of the area and its faculty members in such matters as: budget requests, course offerings and content, screening of faculty candidates, assisting new faculty in adjusting to teaching and/or performance responsibilities, and any other concerns pertinent to the functioning of the area.
- (5) The area committees will normally be the main initiating points for items which, after committee deliberations, are sent to the School Council for consideration.

D. Personnel Committee

1. Selection and/or composition of Personnel Committee

- a. A five-member School of Music Personnel Committee shall be formed to serve on an on-going basis which will review all candidates who are being considered for tenure, promotion, or reappointment according to the following procedures.

- (1) Regular faculty will elect three members; the School Director will appoint two members as follows:
 - (a) Two of the elected members will serve two-year staggered terms; one of the elected members will serve a one-year term; both of the Director's appointees will serve two-year, staggered terms.
 - (b) All members of the Personnel Committee must be tenured, hold the rank of Assistant Professor or above, and hold a minimum of half-time teaching position (.50 FTE).
 - (c) No more than three members of the Personnel Committee may be of the same academic rank.
 - (d) No more than two members of the Personnel Committee may come from the same area.

2. Committee Procedures

- a. The committee will solicit written comments from the faculty regarding each personnel decision and will consider that information while reviewing the candidate's documentation. The committee will then produce an assessment of the candidate's fulfillment of the guidelines in IV.B. below.
- b. The committee shall submit this decision in writing to the candidates and the candidates may respond to that document in writing. Documents will be made available to the full-time faculty (1.0 FTE) for examination.
- c. In the case of a candidate's two-year appointment, then annual reappointments/tenure, on a tenure-track or full-time temporary appointment, committee members are expected to observe the candidate in his/her teaching setting (private lesson, classroom, rehearsal). Observations will be included in the evaluation of the candidate.

E. Curriculum Committee

1. Composition of Curriculum Committee

- a. The Curriculum Committee shall consist of five members who teach a minimum of .50 FTE. Each area in the School of Music shall be represented: Instrumental, Choral, Keyboard, Music Education, and Theory/Literature. In addition, the School Director (ex officio) shall serve as Chairperson of the Committee.
- b. Members shall be appointed by the School Director to serve a two year term. One member shall serve on the College of Communication and Fine Arts Curriculum Committee.

2. Duties and Functions

- a. Review and revise degree program requirements.
- b. Discuss recommendations for all new course, deletion of courses, and/or changes in existing courses.
- c. Forward all recommendations to the School Council.

F. Graduate Faculty

- 1. Music faculty are encouraged to apply for either regular or associate membership in the Graduate Faculty since one must be a member of the Graduate Faculty in order to teach applied lessons, classes and/or

workshops for which graduate credit will be earned. Applications for current vita should be submitted to the School Director. Recommendations for admission to the Graduate Faculty will be made by the School Council to the appropriate body.

III. Procedures for Development and Revision of the Procedures, Criteria, Standards and Bylaws for Tenure, Promotion, and Reappointment.

- A. Committee to revise and write procedures. The School Director shall appoint a committee of at least three regular faculty members, and charge them with writing the document. The committee will give its report to the School Council for action. The School Council will then give its recommendation to the regular faculty for vote.
- B. Eligibility of voters. All regular faculty (according to school definition of faculty) shall be eligible to vote on the Procedures, Criteria, Standards and Bylaws for Tenure, Promotion, and Reappointment.
- C. Notice of meeting. The School Director shall notify the regular faculty in writing at least four working days before the scheduled meeting, and the committee will provide the faculty with the proposed changes.
- D. Balloting procedures. A voice vote will be taken. Any member may request a written ballot on any item if s/he desires.

IV. Criteria for Tenure, Promotion, and Reappointment

All candidates for personnel decisions (Tenure, Promotion, and Reappointment of tenure-track positions) should refer to the current Agreement for general University policies.

A. Terminal Degree

The School of Music recognizes that the doctorate is the terminal degree for all areas of specialization. However, in extraordinary cases with the recommendation of the search committee, School Director, tenured Faculty, the Dean, and the Provost, terminal degree status may be awarded, at time of initial tenure-track appointment, to individuals who have exceptional careers as professional musicians/educators. In addition, recognizing the evolution of the terminal degree in many fields of specialization, all regular faculty who have been granted doctoral equivalency status as a result of personnel action prior to the 1994-95 academic year will be deemed as having terminal degree status.

B. General School Criteria

1. Teaching Competence

- a. Successful teaching is a necessity for the tenure, promotion, and reappointment of teaching faculty. Therefore, this area shall receive the greatest weight in evaluating faculty for tenure, promotion, and reappointment.
- b. Activities related to teaching include, but are not limited to, the following:
 - (1) Teaching of performance skills, academic subjects, pedagogy and/or directing ensembles.
 - (2) Preparing students for studio classes, area and solo recitals, ensemble performances and competitions.
 - (3) Developing new courses, programs, and teaching materials.
 - (4) Revising existing courses.
- c. Suggested criteria for assessing the quality of teaching include, but are not limited to, the following:
 - (1) Understanding of subject matter.
 - (2) Use of appropriate methodologies.
 - (3) Effective communication with students inside and outside the classroom.
 - (4) Effective supervision of student projects and creative activities.
 - (5) Availability to students during posted office hours and at other times when necessary.
 - (6) Invitations for students to perform on or off-campus.
 - (7) Student successes in the professional field and in Graduate School.
 - (8) Student successes in competitions and auditions.
 - (9) Recruitment and retention of talented students.

- d. It is the faculty member's responsibility to provide dated documentation as evidence that he/she has met the criteria. Appropriate evidence includes, but is not limited to:
- (1) Syllabi, course descriptions of classroom activities, representative classroom materials, and other materials developed to aid or evaluate students.
 - (2) Letters of support from students and/or students/parents.
 - (3) Evaluations and/or letters from colleagues.
 - (4) Letters or other documents from professionals commenting on the quality of the faculty member's work.
 - (5) Letters from professionals commenting on the quality of student work.
 - (6) Press releases/reviews which evaluate student performances or faculty teaching excellence.
 - (7) Programs of student activities.
 - (8) Letters which document invitations to participate in off-campus activities at the international, national, regional and local levels.
 - (9) Nominations for/or reception of special awards for teaching excellence. Recognition from student organizations for teaching excellence.
 - (10) Recruitment and retention of talented students.
 - (11) Student evaluations, which are required by the School.
 - (12) Grants which support teaching or curriculum development.

Note: Because teaching responsibilities, creative activities and professional growth are so inter-connected for some faculty (i.e. directors of student ensembles) it is very difficult to categorize certain activities under teaching competence, creative work, or professional growth. Therefore, the following activities may be designated under any of the above mentioned categories but may only be listed in one of the above. The same activity may not appear in more than one category in the documentation of evidence:

- a. Invitations to conduct CMU student ensembles in concerts at international, national, regional and local levels.
- b. Invitations to present CMU student ensembles for demonstrations at clinics, workshops, and/or conferences.

2. Scholarly and Creative Activity

- a. The School of Music recognizes the inherent differences among the various disciplines in the School. The faculty are required to engage in scholarly and creative activity in the field of his/her discipline. Activities, prizes, awards, commissions, and publications will be assessed according to their scope and importance.
- b. Scholarly and creative activities include, but are not limited to, the following:
 - (1) Publication of a book.
 - (2) Publication of a chapter in a book or article in a professional journal.
 - (3) Inclusion of a book review or music review in a publication.
 - (4) Release of a recording.
 - (5) Solo or chamber music performance.
 - (6) Performance or guest conducting engagement with an ensemble.
 - (7) Publication and/or performance or applicant's composition.
 - (8) Commission, award, or prize for performance or composition.
 - (9) Development or production of a radio or television broadcast.
 - (10) Grants which support the above activities.
- c. The faculty member shall provide an initial assessment of his/her scholarly and creative activity. Suggested criteria for assessing the

quality and importance of scholarly or creative activities include, but are not limited to, the following:

- (1) Reputation and scope (international, national, regional, local) of the publication or sponsor of the presentation or activity.
 - (2) The complexity, consistency, frequency, and relevance of the scholarly or creative activity will be evaluated.
 - (3) Invitations to perform, conduct, compose or author a book shall be considered juried since the past performance and/or reputation of the faculty member has been taken into consideration.
- d. It is the faculty member's responsibility to provide dated documentation as evidence that he/she has met the criteria. Outside evaluation may be provided when appropriate. Evidence includes, but is not limited to:
- (1) Copies of the book, chapter, article, book review or music review published.
 - (2) Galley, page proofs, or letters of acceptance of material to be published.
 - (3) Recordings of performances and/or compositions.
 - (4) Copies of published compositions.
 - (5) Letters of invitation to perform or compose.
 - (6) Reviews and/or press releases which evaluate performance or creative activity.
 - (7) Programs of concerts and recitals.
 - (8) Letters from professionals supporting scholarly and creative work.
 - (9) Letters from peers evaluating scholarly and creative work.
 - (10) Letters documenting award of grants to support scholarly and creative work.

- (11) Letters documenting awarding of prizes and/or recognition of scholarly and creative work.
- (12) Explanations of the process whereby scholarly and creative activities are juried or refereed.
- (13) Explanations of the reputation, professional expertise, and/or importance of persons or organizations who invite performances or compositions of the faculty member.

3. Professional Growth

- a. A candidate for promotion and/or tenure shall provide evidence of professional growth through (1) consistent involvement with academic activities and organizations, or (2) consistent involvement in professional musical activities and organizations, or (3) a combination of (1) and (2).
- b. Academic/Professional activities include, but are not limited to, the following:
 - (1) Academic coursework or private study of a scholarly nature not including doctoral study.
 - (2) Membership in national, state, and/or regional academic or professional organizations.
 - (3) Holding an office in a national, state, and/or regional academic or professional organization.
 - (4) Attendance at clinics, workshops, master classes or meetings of national, state and/or regional academic or professional organizations, which are designed to update and/or augment the faculty member's teaching skills and/or creative activities.
 - (5) Active participation (organizer, presenter, etc.) in clinics, workshops, master classes or meetings of national, state and/or regional academic or professional organizations.
 - (6) Acting as a professional consultant.
 - (7) Professional judging of performance, compositions or publications. (On-campus judging and judging for school associations will be considered under Service.)

- (8) Grants which support the above activities.
- c. Suggested criteria for assessing the quality of such involvement include:
- (1) Association with academic and professional organizations.
 - (2) Significant leadership positions in academic and professional organizations.
 - (3) Regular attendance at clinics, workshops, master classes or meetings.
 - (4) Consulting of a significant nature.
 - (5) Adjudications of an academic or professional nature.
- d. It is the faculty member's responsibility to provide dated documentation as evidence that he/she has met the criteria. Appropriate evidence includes, but is not limited to:
- (1) A summary of the faculty member's participation and contribution in the form of a vita.
 - (2) Transcripts from academic institutions.
 - (3) Letters from academics or professionals commenting on the quality of presentation, participation or involvement in professional sessions.
 - (4) Programs from clinics, workshops, master classes.
 - (5) Articles in professional and other publication commenting on the faculty member's presentations and/or contributions.
 - (6) Results of faculty member's consulting.
 - (7) Results of faculty member's adjudicating.
 - (8) Letters documenting the award of grants to support professional growth.

4. Professional Service

- a. A candidate for promotion and/or tenure shall provide evidence of his/her service which has benefited (1) the University, (2) the

College of Communication and Fine Arts, (3) the School of Music, and (4) the community.

b. Activities related to service include, but are not limited to, the following:

(1) University Service

- (a) Member of Academic Senate.
- (b) Member of University Committee.
- (c) Chair of University Committee.
- (d) University advising.
- (e) Providing music for University functions.
- (f) Other activities at the University level.

(2) College of Communication and Fine Arts Service

- (a) Member of College of Communication and Fine Arts Committee.
- (b) Chair of College of Communication and Fine Arts Committee.
- (c) Other activities at the College level.

(3) School of Music Service

- (a) General activities.
 - i) Area Coordinator.
 - ii) Member of School Council.
 - iii) Member of School Committee.
 - iv) Chair of School Committee.
 - v) Advisor or mentor to students.
 - vi) Advisor to student organization.
 - vii) On-campus adjudications.
 - viii) Providing assistance to other School members.
 - ix) Guest lecturing in other colleague's classes.
 - x) Other School service unrelated to assigned load.

- (b) Recruiting activities
 - i) School visitations, clinics, lectures, master classes or workshops, or performances at a school.
 - ii) Participation in on-campus clinics and workshops.
 - iii) Adjudications for MSBOA, MSVA, ACDA, MMTA or other outside professional student-related organizations.

- (4) Community and Miscellaneous Service
 - (a) Membership in community groups.
 - (b) Performances, lectures, adjudications for local clubs, businesses, and community sponsored activities.
 - (c) Advising or consulting for community organizations.
 - (d) Office held in CMU Faculty Association.

- c. Suggested criteria for assessing the quality of such involvement include:
 - (1) Consistency of service.
 - (2) Significant leadership positions and/or growth in kinds and amount of responsibilities.
 - (3) Regular contributions of a quality nature.

- d. It is the faculty member's responsibility to provide dated documentation as evidence that he/she has met the criteria. Appropriate evidence includes, but is not limited to:
 - (1) A summary of the faculty member's performance and contribution in the form of a vita.

- (2) Letters from colleagues, other academics, deans, commenting on or evaluating the faculty member's contributions.
- (3) Letters from professionals and members of the community commenting on or evaluating the faculty member's contributions.
- (4) Letters from student organizations commenting on and/or evaluating the faculty member's contributions.

C. Criteria for Personnel Decisions

Faculty should refer to the current Agreement regarding the length of service required prior to consideration for tenure at the various ranks as well as the usual time in rank for promotion consideration.

1. Appointment: Temporary Faculty

- a. The faculty member shall demonstrate teaching competence in his/her assigned courses as outlined in IV.B.1.
- b. The faculty member shall demonstrate a willingness to participate in the affairs of the School and University beyond the assigned teaching load.
- c. Assessment of activities to support subsequent appointment of full time temporary faculty will be made by the Personnel Committee.

2. Reappointment: Regular Faculty

- a. The faculty member shall have an earned doctorate, terminal degree status, or shall show significant progress towards the doctorate.
- b. The faculty member shall provide evidence demonstrating teaching competence, scholarly and creative activity, professional growth, and professional service as outlined in IV.B.
- c. The personnel committee shall evaluate the applicant's promise in the areas of professional growth and development and assess the applicant's potential to contribute to the goals and objectives of the School of Music.

3. Tenure

- a. The faculty member shall have an earned doctorate or terminal degree status.
 - b. The faculty member shall provide evidence demonstrating teaching competence, scholarly and creative activity, professional growth, and professional service as outlined in IV.B.
 - c. The personnel committee shall evaluate the applicant's promise in the areas of professional growth and development and assess the applicant's potential to contribute to the goals and objectives of the School of Music. The applicant will also be evaluated in the areas of professionalism and cooperative interaction and communication with colleagues.
4. Promotion to Assistant Professor
- a. The faculty member shall have an earned doctorate.
 - b. The faculty member shall provide evidence demonstrating teaching competence, scholarly and creative activity, professional growth, and professional service as outlined in IV.B.
5. Promotion to Associate Professor
- a. The faculty member shall have an earned doctorate or terminal degree status.
 - b. The faculty member shall provide evidence of at least four years of successful teaching in higher education as outlined in IV.B.1.
 - c. The faculty member shall provide evidence of regional activities through his/her scholarly and creative endeavors and professional growth as outlined in IV.B.2. and 3.
 - d. The faculty member shall provide evidence of professional service as outlined in IV.B.4.
6. Promotion to Professor and Professor Salary Recognition
- a. The faculty member shall have an earned doctorate or terminal degree status.
 - b. The faculty member shall provide evidence of at least eight years of successful teaching in higher education as outlined in IV.B.1.

- c. The faculty member shall provide evidence of national activities through his/her scholarly and creative endeavors and professional growth as outlined in IV.B.2. and 3.
- d. The faculty member shall provide evidence of professional service as outlined in IV.B.4.

V. Procedures for Determining School Recommendations for Tenure, Promotion, Reappointment, and Retrenchment

A. Tenure, Promotion, and Reappointment Calendar

Faculty who apply for promotion and tenure will be considered for such personnel actions in accordance with the calendar specified in the Agreement. Faculty who apply for reappointment will be considered in accordance with the calendar established by university practice.

B. Procedures

1. The faculty member being considered for tenure, desiring promotion, or seeking reappointment shall submit all supporting and relevant materials to the School Director. In addition, the applicant desiring promotion shall submit a written application. The School Director will, in turn, make available all the materials to the Personnel Committee. An applicant being considered for tenure may, one year before the submission deadline, request from the Director, the assignment of a faculty mentor to assist and advise the applicant in compiling the review file. It is the faculty member's responsibility to apply for reappointment, promotion, and tenure, as well as to document the quality and quantity of his/her activities and achievements.
2. The Personnel Committee will inform both the applicant and the tenured faculty in writing its recommendations at least two weeks prior to the date Committee recommendations are due to the Dean. Both the candidate and the tenured faculty will be given one week to review the Committee's recommendation, all submitted supporting materials, and signed solicited written comments received by the Personnel Committee. The applicant will have an opportunity to review and respond to these solicited written comments before the committee's recommendation is forwarded to the Dean. The applicant and/or any tenured faculty member may appeal the Committee's recommendation by submitting written objections to the Chair of the Personnel Committee during the one week review process. If no objections are received, the recommendation is forwarded to the Director along with all supporting materials and solicited written comments. If a written appeal is filed by either the applicant or a tenured faculty member, that faculty member or applicant will meet with the

Personnel Committee and address the specific issues of concern. If the issues are not resolved, the applicant or the tenured faculty member may submit to the Director a written request for a vote of tenured faculty body. The Director will schedule and chair a meeting of the tenured faculty body at which time a vote will be taken. The decision of the tenured faculty body will become the school recommendation superseding that of the Personnel Committee. A summary of comments and the vote from the meeting of tenured faculty body along with the recommendation of the Personnel Committee and vote will be forwarded to the Director.

3. The Director will schedule a meeting with the applicant and a member of the Personnel Committee to discuss the recommendation of the Personnel Committee or tenured faculty body. The Director will also share his/her independent recommendation with the applicant and Committee member. All recommendations and materials will be forwarded to the Dean.
4. Faculty members currently or previously related by family or marriage, or who have had a relationship which would make it impossible to make an unbiased recommendation, shall not be involved in personnel decisions.

C. Retrenchment

1. The School Council shall be the initial body to deal with the issue of retrenchment. They shall investigate all possibilities and make recommendation to the faculty.
2. All regular faculty shall participate in discussion of the School Council recommendation.
3. Final decision shall be made by all tenured faculty.

D. Notification Procedures

In the case of tenure, promotion, reappointment, and retrenchment, the School Director will notify the candidate of the action taken by the appropriate committee. This notification will be done within the established guidelines of relevant procedural time schedules as indicated in the current Agreement so that negative decisions by the committee may be acted upon by the candidate if so desired.

E. Procedures for forwarding recommendations, supporting documents, and a statement explaining how the applicant has met the criteria and standards to the Dean.

1. The Director will forward the appropriate committee's recommendation and his/her independent recommendation to the Dean. The written report

of the Personnel Committee, all supporting documentation, and solicited written comments, will be submitted. The applicant will have an opportunity to review and respond to these solicited written comments before the recommendation is forwarded to the Dean.

2. In cases where a tenured faculty vote was required (V.C.) the recommendation and vote of the tenured faculty, the recommendation and vote of the Personnel Committee, and the independent recommendation by the Director will be forwarded to the Dean. The Director will also include a summary of issues discussed at the tenured faculty meeting. All submitted materials will be discussed with the candidate.
3. Retrenchment – The School Director will forward the recommendation to the Dean for appropriate action.
4. If the School’s recommendation on the application for reappointment, promotion, or tenure is negative, and if the applicant desires the application to be considered by the Dean, he/she must initiate a request for review by the Dean as specified in the Agreement. In addition to these procedures, the policies for reappointment, tenure, and promotion are specified in the CMU/FA Agreement. Recommendations on these personnel actions are forwarded to the Dean, the Provost, and the President, as specified in the Agreement. Any appeal of a recommendation must be made in accordance with provisions in the Agreement.

VI. School Bylaws

A. Procedures for Recommending the Selection of New Faculty

1. A search committee will be appointed by the School Director in consultation with the area coordinator(s). This committee will assist the School Director in soliciting applications and screening credentials. Recommendations for new faculty appointments will be made to the School Council for appropriate action. In emergency situations, the members of the area committee who are available will work with available members of the School Council and the School Director to effect the recommendations to the Dean of qualified candidates. The recommendation of the search committee will be forwarded to the Dean along with the independent recommendation of the School Director.
2. Candidate interviews will be governed by University procedures.

B. Procedures for class assignments, advisement responsibilities, and committee/service responsibilities.

Class assignments, advisee appointments, and committee/service appointments either permanent or ad hoc will be made by the Director in accordance with input from the School Council.

C. Sabbatical and leave recommendations:

Individuals requesting a sabbatical leave shall secure a copy of the “Sabbatical Leave Administrative Rules and Procedures” from the office of the dean and shall complete the “Application for Sabbatical Leave/Leave of Absence”. This application form shall be accompanied by a proposal using the structure outlined under the section “Proposal Format,” as found in the “Sabbatical Leave Administrative Rules and Procedures.”

The School of Music Executive Council shall act as the initial and primary reviewing body for proposed sabbatical leave projects. The School of Music shall assist the applicant in perfecting the application where necessary and feasible. Applications recommended by the School of Music shall be forwarded to the college committee.

1. Sabbatical requests shall be reviewed by the School Director and School Council. In evaluating Sabbatical proposals consideration shall be given to:
 - a. The quality of the proposal, its probable value to the professional development of the individual, and the contribution to the University and students;
 - b. Potential value of the completed project to the University, the applicant’s college, professional areas, and students;
 - c. Evidence which exhibits sound preliminary planning of the project and ability to complete the project. Evidence of sound preliminary planning includes a detailed time-frame for the project, letters and/or documentation of agreement among all participants in the project, itemized budget and listing of resources and facilities needed to complete the project;
 - d. A past record of success in teaching, research, scholarly and creative activity, professional growth and service to the University as shown in a recent resume.
 - e. The years of service applicable toward the leave.

D. Allocation procedures for funds over which the School has discretion:

1. The School Council in conjunction with the Director will allocate available SMCS dollars in both Curriculum and Activity accounts at the earliest possible date in the Fall and appropriate to the needs of various areas. Adjustments or changes will be published in School Council minutes.

E. Procedures for allocating assigned space:

1. Assignment of space for classroom teaching, studios, practice rooms, and rehearsal rooms will be made by the Director in accordance with input from area coordinators.
2. Reservation of space at unscheduled hours shall be made by faculty and students in the School Office only.

F. Teaching of CECS, CEL, and Summer Session:

1. Teaching for CECS, CEL, and Summer Session will depend on need and available faculty time and will be distributed as equitably as possible.
2. Coordination will be the responsibility of the Director in conjunction with the School Council.

G. Procedures for recommending initial and continuing membership in graduate faculty:

Appropriate forms from the Graduate Office will be submitted for individuals in the School of Music recommended for consideration.

H. If any provision in these Procedures, Criteria, Standards, and Bylaws is inconsistent with provisions in the CMU/FA Agreement, university policy, state or federal law or regulations, or any accreditation or certification standards, such inconsistent provision shall be null and void.