

COLLEGE OF MUSIC CHARTER AND BYLAWS

Amended by the faculty May 8, 1999.

Revised by the FAC 2006, 2008-2009.

Ratified by the College of Music Faculty, October 26, 2009.

Revised by the FAC 2009-2010.

Ratified by the College of Music Faculty, September 1, 2010.

Revised by the FAC 2012-2013.

Ratified by the College of Music Faculty, September 24, 2013

Revised by the FAC 2016-2019.

Ratified by the College of Music Faculty, September 3, 2019

Should there be any discrepancy between these Bylaws and University policy, the University policy shall take precedence.

PREAMBLE

Subject to the authorities governing the University of North Texas, the faculty of the College of Music does hereby specify the organization of the College and the principles and procedures under which the College will operate.

The mission of the College of Music is to serve our diverse musical culture with excellence, integrity, and imagination.

The vision of the College of Music is to provide leadership, artistry, and expertise to every facet of the music profession.

ARTICLE I THE FACULTY

Section 1.1 Membership of the Faculty—All persons holding a tenured, instructional, or probationary appointment in the College of Music at the rank of full professor, resident artist, associate professor, assistant professor, and full-time faculty members holding the titles of lecturer, senior lecturer and principal lecturer will be voting members of the faculty.

Section 1.2 Meetings—A regular meeting of the faculty will be scheduled at the beginning of each academic year. Subsequent meetings of the faculty may be held at the call of the dean, the Council of Division Chairs, the Faculty Advisory Committee, or on written petition from twenty percent (20%) of the faculty as defined in Section 1.1.

Section 1.3 Notification of Meetings—Official notification of College of Music faculty

meetings will be provided at least fourteen (14) class days in advance of the meeting and must include the Agenda. Items may be added to the Agenda by a member of the faculty if they are submitted to the Faculty Advisory Committee at least seven (7) class days prior to the meeting. Final approval of the Agenda rests with the Faculty Advisory Committee.

Section 1.4 Parliamentary Procedures—For all faculty business other than revision of the Charter and Bylaws, a quorum consisting of a majority of the voting members of the faculty must be present to conduct official business. In all parliamentary questions Robert’s Rules of Order (Newly Revised Edition) will apply.

Section 1.5 Proxies—Faculty members who cannot attend a meeting may assign proxies for votes on issues. Proxies must be sent to the faculty chair, as defined below in Article III, Section 3.4, no less than forty-eight (48) hours before the meeting.

Section 1.6 Records and Minutes—Minutes will be recorded by the Faculty Secretary at all meetings of the College of Music faculty. The minutes will be a matter of record and sent electronically to all full-time faculty within fourteen (14) class days after each meeting.

Section 1.7 Organization—The faculty chair (Chair of the Faculty Advisory Committee) will preside at all general meetings of the College of Music faculty. The faculty will elect a secretary who will serve a one-year term. The faculty will elect a parliamentarian who will serve a one-year renewable term.

ARTICLE II COLLEGE OF MUSIC COMMITTEES AND COUNCILS

Section 2.1 General Provisions—The College of Music will have plenary faculty-elected committees as well as committees with a representative elected by each division.

Faculty-elected committees will be the Faculty Advisory Committee, the Reappointment, Tenure, and Promotion Committee, and the Admissions Committees. Service on all elected committees will be staggered terms of three years unless otherwise specified in this document. Members of plenary faculty-elected committees are not eligible for reelection until at least one academic year after the expiration of their previous term in office. Faculty may not hold simultaneous membership on more than one plenary faculty-elected committee.

Section 2.1.1 Faculty Elections—Responsibility for conducting elections will be delegated to the office of the associate dean for academic affairs with oversight by the Faculty Parliamentarian. Annual elections will be conducted in the following order: Faculty Advisory Committee; Reappointment, Tenure, and Promotion Committee; elected members of the Graduate Council; Admissions Committees; Faculty Secretary; and Faculty Parliamentarian. Faculty members may have their name removed from a ballot by notifying the associate dean for academic affairs prior to the start of the annual voting process, which normally begins late in the spring semester. Names removed from

the ballot must have approval from the division chair.

Section 2.1.2 Recusal from Committees—Faculty members serving on committees are required to recuse themselves from discussion and voting in cases where there is clear conflict of interest (e.g., review of one’s own promotion and tenure materials, one’s own grant application, etc.).

Section 2.2 Advisory Committees

Section 2.2.1 Faculty Advisory Committee—The Faculty Advisory Committee makes recommendations to the dean concerning planning, college structure and governance, faculty affairs, and other matters pertinent to the mission of the College of Music. The Faculty Advisory Committee may also make recommendations to members, committees, and/or officers of the University administration.

Section 2.2.2 External Advisory Committees—The external advisory committees make recommendations to the dean concerning external relations, development and other matters pertinent to the mission of the College of Music.

Section 2.2.3 Staff Advisory Committee—The Staff Advisory Committee makes recommendations to the dean concerning staff issues pertinent to the general operational issues of the College of Music.

Section 2.2.4 Student Advisory Committee—The Student Advisory Committee makes recommendations to the dean concerning student issues pertinent to the mission of the College of Music.

Section 2.2.5. Advisory Council on Diversity, Equity, and Inclusion— The Advisory Council on Diversity, Equity, and Inclusion acts in an advisory capacity to the dean. The council makes recommendations to foster diversity, equity and inclusion within the College, University, and community.

Section 2.3 Council of Division Chairs—The Council of Division Chairs makes recommendations to the dean, associate deans, and directors of undergraduate and graduate studies concerning curriculum, allocation of faculty lines, policy, budget, and other matters pertinent to the mission of the College of Music.

Section 2.4 Graduate Council—The College of Music Graduate Council is responsible for all graduate programs in the College of Music and serves as the Graduate Curriculum Committee. The council will study the deletion, modification, or addition of any graduate course, the termination, modification, or creation of graduate programs and make recommendations to the associate dean for academic affairs to ensure alignment with accreditation standards and university policies. The council administers various tasks in consultation with the Toulouse Graduate School. Division chairs are not eligible to be elected as at-large members of the Graduate Council. The election of the College of Music representative to the University Graduate Council is conducted by the Faculty

Senate.

Section 2.5 Graduate Degree Committees—Graduate degree committees are responsible for general oversight of respective degree programs. This responsibility includes, but is not limited to, curriculum, policy related to curriculum, waivers in degree plans, graduate examinations and other items pertaining to the business of the respective committees. (See Section 9 of the Bylaws for a listing of all Graduate Degree Committees.)

Section 2.6 Undergraduate Curriculum Committee—The Undergraduate Curriculum Committee reviews the curricula of all undergraduate programs in the College of Music. The committee is responsible for reviewing recommendations concerning the deletion, modification or addition of any undergraduate course. The committee is responsible as well for reviewing recommendations concerning the termination, modification, or creation of undergraduate programs. The committee makes recommendations to the associate dean for academic affairs for approval to ensure alignment with accreditation standards and university policies.

Section 2.7 Reappointment, Tenure, and Promotion Committee—The Reappointment, Tenure, and Promotion Committee will be charged with the responsibility for advising the dean regarding matters of promotion and tenure. The recommendation of the Division Reappointment, Tenure, and Promotion Committee, the recommendation of the division chair, the recommendation of the College Reappointment, Tenure, and Promotion Committee, and the recommendation of the dean constitute the formal levels of review for all promotion and tenure cases within the College.

Section 2.8 Admissions Committees—The Undergraduate and Graduate Admissions Committees will make the final admission decisions for applicants below the fixed threshold of review as established by College of Music policy. (See Section 12)

Section 2.9 Other Committees—Other standing committees may be established as deemed necessary by a majority vote of the faculty with the approval of the Faculty Advisory Committee. *Ad hoc* committees for matters other than grievance will be appointed by the dean as needs arise.

ARTICLE III ADMINISTRATIVE ORGANIZATION OF THE COLLEGE

Section 3.1 Academic Divisions—Divisions are the basic organizational units of the College of Music. The divisions attend to all business related to their respective areas of responsibility and make recommendations to the appropriate College of Music committee or administrator concerning curriculum, policy, budget, and other matters pertinent to the mission of the College of Music.

Section 3.1.1 Areas—In divisions containing disparate curricular offerings, areas may be established to define these particular offerings. Areas may be established, combined, or eliminated according to majority division vote, subject to approval of the Council of

Division Chairs and the dean.

Section 3.2 The Dean—The dean is responsible for the academic and artistic operation of the College. The dean shares responsibility with the faculty and staff for the definition and attainment of College goals consistent with the mission of the university, for administrative action, and for administering the various components of the College. The dean conducts an annual review with division chairs and faculty regarding the affairs and business of each division and serves as the representative of the College to its many constituencies. As chief administrative officer of the College, the dean provides leadership for the College in all its endeavors and enforces the spirit and provisions of this charter.

Section 3.3 Associate/Assistant Deans—The dean appoints associate and/or assistant deans as appropriate to the administrative needs of the College. Associate and assistant dean positions may be added, eliminated, or reconfigured per the wishes of the dean.

Section 3.3.1 Senior Associate Dean for Academic Affairs – The senior associate dean for academic affairs oversees all academic matters in the College of Music in consultation with the director of undergraduate studies, the director of graduate studies, and all associated curricular committees.

Section 3.3.2 Associate Dean for Operations – The associate dean for operations manages college facilities, inventory, scheduling, technical operations, and concert production.

Section 3.3.3 Assistant Dean for Enrollment Management and External Affairs – The assistant dean for enrollment management and external affairs is responsible for providing oversight for recruitment, scholarships, public relations, marketing and communication endeavors of the College of Music. The assistant dean collaborates with the college deans in managing the academic unit and providing leadership within the College. The assistant dean position is a full-time staff position reporting to the dean of the College of Music.

Section 3.3.4 Assistant Dean for Business and Finance – The assistant dean for business and finance oversees all aspects of financial operations to include financial analysis, evaluation, planning, reporting and recommending the most efficient use of the college's resources. The assistant dean for business and finance also serves as the human resources coordinator for the College of Music.

Section 3.4 Faculty Chair—The faculty chair will be elected by the Faculty Advisory Committee from among its tenured members to serve a one-year term. The faculty chair may serve a maximum of three consecutive terms.

Section 3.5 Director of Undergraduate Studies—The director of undergraduate studies is appointed by the dean, typically from tenured faculty, in consultation with the associate dean for academic affairs for a three-year renewable term. The director of undergraduate studies will coordinate the operation of all undergraduate programs, serve as the chair of

the Undergraduate Curriculum Committee, and direct recommendations concerning undergraduate programs to the associate dean for academic affairs to ensure alignment with accreditation standards and university policies.

The review for the reappointment will involve consideration of the faculty opinion gained through a survey of the voting faculty of the College of Music.

Section 3.6 Director of Graduate Studies—The director of graduate studies is appointed by the dean, typically from tenured faculty, in consultation with the associate dean for academic affairs for a three-year renewable term. The director of graduate studies will coordinate the operation of the various graduate programs, serve as the chair of the graduate council, and direct recommendations concerning graduate programs to the associate dean for academic affairs to ensure alignment with accreditation standards and university policies.

The review for the reappointment will involve consideration of the faculty opinion gained through a survey of the voting faculty of the College of Music.

Section 3.7 Division Chairs—The division chairs are appointed for four or five year terms by the dean with appropriate consultation of the divisional faculty in accordance with procedures and policies directed by University policy is 06.007 (Full-time Faculty and Academic Administrator Annual Review, and Academic Administrator Reappointment). Academic administrators will be evaluated annually as outlined in University Policy Manual. Division chairs are appointed from among the tenured faculty. The division chairs in coordination with the dean will have academic and fiscal responsibility for their respective divisions within the policies and procedures established by the College of Music and the University.

Section 3.8 Associate Division Chairs, Area Coordinators, and Center Directors—If the size and structure of a division require associate division chairs and/or area coordinators and/or center directors, such positions may be created by the division chair in consultation with the dean subsequent to consultation with all division faculty. Associate division chairs and/or area coordinators and/or center directors administer curricular and/or operational responsibilities as recommended by the division chair. Workload credit for these duties is determined in consultation with the division chair.

ARTICLE IV AMENDMENTS TO THE CHARTER OR BYLAWS

Section 4.1—Amendments will be initiated in one of three ways: (1) by petition containing signatures of at least twenty-five (25) percent of the College of Music faculty, (2) by two-thirds (2/3) vote of the Faculty Advisory Committee, or (3) by the dean.

Section 4.2—Proposed amendments will be submitted to and reviewed by the Faculty Advisory Committee during the Academic Year (Fall and Spring terms). Within thirty (30) class days, the proposed amendment will be presented in writing to the faculty with a recommendation from the Faculty Advisory Committee. Any proposed amendment(s) to the charter must be presented in writing (hard copy or electronically) to the faculty of the

College of Music at least fourteen (14) business days before faculty discussion and subsequent balloting at a special meeting of the faculty.

Section 4.3—In order to amend the Charter and Bylaws, a quorum will consist of two-thirds (2/3) of the College of Music voting faculty as defined by Article I, Section 1.1. Amendments to the Charter and Bylaws will be ratified by a two-thirds (2/3) paper ballot of those faculty present.

Should a quorum not be present, a proposed amendment to the Charter and Bylaws may be sent electronically to the entire faculty for two-thirds (2/3) ratification.

BYLAWS OF THE COLLEGE OF MUSIC

Section 1. General Provisions

- A. Standing committees will be those named in the charter.
- B. *Ad hoc* committees may be created by the faculty or the dean to address specific issues.
- C. Advisory committees, the Graduate Council, and the Undergraduate Curriculum Committee will notify the College community at the beginning of the academic year or each semester, of the date, time, and location of their regularly scheduled meetings. Minutes of the meetings will be made available upon request. Any faculty, staff, or student may attend meetings of these committees as a non-voting individual with prior approval of the chair, and may be recognized by the chair as deemed appropriate to the agenda.

Section 2. The Faculty Advisory Committee

- A. The Faculty Advisory Committee will:
 1. evaluate and recommend modifications to the mission of the College;
 2. develop strategies with the faculty, administration, staff and students to implement the mission of the College;
 3. facilitate communication within the College;
 4. develop and implement evaluation procedures that ensure continuous assessment of governance and all organizational aspects of the College;
 5. receive, review, and recommend amendments to the Charter and Bylaws;
 6. receive, review, and respond to faculty grievances and proposals.

7. advise the dean on compliance with the College of Music Charter and Bylaws, and other matters pertinent to the mission of the College of Music.
- B. Members of the Faculty Advisory Committee are elected by the faculty, and the representation consists of three persons from the full professor/associate professor/resident artist/tenured assistant professor ranks, two from the untenured assistant professor rank, and one at-large member. The Faculty Advisory Committee elects a chair from its tenured membership at the beginning of each academic year. This person also serves as faculty chair. Associate deans and division chairs will not be eligible for election to the Faculty Advisory Committee. No more than two faculty members from one division may serve on the Faculty Advisory Committee.

Section 3. The External Advisory Committees

- A. The External Advisory Committees will:
1. evaluate and recommend modifications to the mission of the College as pertinent to community-related issues;
 2. advise the dean on matters regarding public relations;
 3. advise the dean regarding matters of fund-raising and development.
- B. Members of the Advancement Advisory Board are appointed by the dean and drawn from the Metroplex community.

Section 4. The Staff Advisory Committee

- A. The Staff Advisory Committee will:
1. develop strategies to improve the efficiency of College operations;
 2. advise the dean on matters regarding staff issues.
- B. The Staff Advisory Committee consists of all full-time staff.

Section 5. The Student Advisory Committee

- A. The Student Advisory Committee will:
1. advise the dean about student perspectives regarding academic programs.
 2. advise the dean on matters regarding student issues as they pertain to the College of Music.

- B. Student representatives will be chosen to represent various degree levels and curricular specializations in the College of Music. Student representatives will be selected by the division chair in consultation with the division faculty in the various curricular areas of the College of Music as designated by the dean in conjunction with the Council of Division Chairs.

Section 6. Advisory Council on Diversity, Equity, and Inclusion

- A. The Advisory Council on Diversity, Equity and Inclusion will:
 - 1. Sponsor initiatives that will foster a greater understanding of the importance of diversity, equity, and inclusion across the College of Music;
 - 2. Advise the dean on matters regarding diversity (musical, cultural, racial, ethnic, gender identity, sexual orientation, ability/disability, etc.) and inclusion for all policies, programs, and practices in the College of Music.
- B. The council members are appointed by the dean and will reflect its mission as articulated in the College Charter. The council, in consultation with the dean, elects a chair from its faculty membership at the beginning of each two-year term.
- C. Council members will liaise with the division of Institutional Equity and Diversity to foster their individual and collective competencies related to diversity, equity, and inclusion.
- D. Membership of the Advisory Council on Diversity, Equity, and Inclusion will include: one associate dean or assistant dean; one division chair; two faculty members; two staff members; three student members; one representative from the Division of Institutional Equity and Inclusion, two at-large members (faculty, staff, or student).

Section 7. The Council of Division Chairs

- A. The Council of Division Chairs will consult with and make recommendations to the dean on matters regarding administrative action, budget and other resources;
- B. The Council of Division Chairs is made up of the chairs of the divisions of the College of Music. The Council elects a chair at the beginning of each academic year.

Section 8. The Graduate Council

The Council is chaired by the director of graduate studies and is comprised of chairs of the various graduate committees and the College of Music representative to the University Graduate Council. The dean, the associate deans, and the associate dean of the graduate school serve as ex officio members. Additionally, two at-large members with full graduate faculty status will be elected by the plenary faculty and will serve three-year

terms. division chairs are not eligible to be elected as at-large members of the Graduate Council.

Section 9. Graduate Degree Committees

Members and the chairs of the graduate degree committees are appointed to three-year, renewable (staggered) terms by the dean of the College of Music after consultation with the director of graduate studies and chairs of the divisions represented in the committee membership. Graduate degree committees include: Graduate Academic Degrees Committee, Graduate Performance Degrees Committee, Graduate Composition Degrees Committee, Graduate Music Education Degrees Committee, Graduate Jazz Studies Degrees Committee.

Section 10. The Undergraduate Curriculum Committee

The Undergraduate Curriculum Committee consists of one faculty member elected by each division's faculty to a two-year, renewable (staggered) term. The director of undergraduate studies serves as chair. An undergraduate student representative is nominated by committee members and elected by the Committee.

Section 11. The College Reappointment, Tenure, and Promotion Committee

The College Reappointment, Tenure, and Promotion Committee (RTPC) will advise the dean and make recommendations on promotion, granting of tenure, and termination of appointment. The College RTPC functions as the third layer of review for all promotion and tenure cases, as outlined in University Policy 06.004. Membership of the College RTPC will consist of five full-time faculty members, three of whom must hold the rank of full professor, with the additional two members holding the rank of either tenured associate professor or full professor. Not more than two faculty who hold a primary teaching assignment in the same division may serve on the College RTPC at the same time (by definition, the primary teaching assignment is in the division to which the faculty member is appointed). At the start of each fall semester, the College RTPC will elect a member to serve as chair of the committee.

Section 12. The Admissions Committees

A. The Admissions Committees will:

1. Advise the director of admissions;
2. Make final admission decisions for applicants below the fixed threshold of review. In the case of a tie, the respective director of graduate or undergraduate studies will cast the deciding vote.
3. Review faculty appeals regarding final admission decisions;
4. Review fixed threshold criteria and recommend revisions as deemed

necessary.

Appeal Process for applicants not recommended for admission:

If the applicant in question does not receive a majority favorable vote for admission, the committee chair will communicate the decision to faculty members who recommended admission. Those faculty members will then have an opportunity to appeal the decision and share additional information that may be taken into consideration by the committee.

Membership of the Undergraduate Admissions Committee will include the Director of admissions (ex officio, voting member); assistant dean for enrollment management and external affairs (ex officio, voting member); director of undergraduate studies (ex officio, non-voting member); director of undergraduate academic advising (ex officio, voting member); two academic faculty members at large (staggered three year term); two applied faculty members at large (staggered three year term)

Membership of the Graduate Admissions Committee will include the director of admissions (ex officio, voting member); assistant dean for enrollment management and external affairs (ex officio, voting member); director of graduate studies (ex officio, non-voting member); graduate music advisor (ex officio, voting member); two academic faculty members at large (staggered three year term); two applied faculty members at large (staggered three year term)

Members at-large are elected by the faculty and must be tenured, or senior or principal lecturer. The director of admissions will serve as the chair for both admissions committees.

Section 13. Academic Divisions

The College of Music consists of the following divisions: Division of Composition Studies, Division of Conducting and Ensembles, Division of Instrumental Studies, Division of Jazz Studies, Division of Keyboard Studies, Division of Music Education, Division of Music History, Theory, and Ethnomusicology, Division of Vocal Studies.

Faculty who have teaching and/or administrative responsibilities in more than one division will participate in, and be evaluated by, all of the divisions in which such faculty teach and/or do administrative work. The nature and proportion of such participation and evaluation for such faculty will be determined on a case-by-case basis at the time of hire among the dean and the chairs of the appropriate divisions. Changes to the nature and proportion of such participation and evaluation may be made at any time by unanimous consent among the dean and the chairs of the appropriate divisions as long as such changes are made in writing and submitted to the faculty member, the appropriate division chairs, and the dean.

All divisions in which a nominee teaches and/or performs administrative service will review nominations for titled distinctions such as regents professor.

Section 14. Division Chairs

Division chairs are appointed as per Section 3.7 in the Charter.

Interim Appointments of Division Chairs: In cases of unexpected vacancies, the dean may make interim appointments of a limited and specific duration in consultation with the division faculty in accordance with Article III, Section 3.7.

Section 15. Associate Division Chairs, Area Coordinators, and Center Directors

The appointment of associate division chairs and/or area coordinators and/or center directors will be made by the division chair subject to approval by the dean, subsequent to consultation with all division faculty. Associate division chairs and/or area coordinators and/or center directors normally serve terms of three years and may be reappointed.

Section 16. Procedures for Faculty Evaluation: Reappointment, Tenure, and Promotion

The procedures outlined below for faculty reappointment, tenure and promotion are in accordance with University Policy 06.004, Faculty Reappointment, Tenure, and Promotion. The College of Music is responsible to remain in compliance with this policy, including any future revisions.

Section 16.1 Each division will select a Division Reappointment, Tenure, and Promotion Committee (RTPC). This committee will either be the same as the Division Personnel Affairs Committee (see Section 16.4.1.2)) or a subgroup of it.

The Division Reappointment Tenure, and Promotion Committee must consist of no fewer than five and no more than all eligible (tenured) faculty members within the division. The Division RTPC will be determined by an election in divisions whose membership has more than five tenured associate and full professors. All full-time faculty in the division are eligible to vote for the Division RTPC membership. In cases where divisions have fewer than five tenured professors and associate professors, the division chair shall consult the members of the Division RTPC to identify additional members from outside the division. Additional members will be invited from other divisions by the division chair. If an elected Division RTPC has fewer than five full professors, the membership will be adjusted to provide such a minimum whenever a faculty member is being considered for promotion to full professor.

For promotion to full professor, the full professors of the Division RTPC and the division chair will discuss and determine the appointment of additional full professors, selected from other divisions in the College of Music, to replace any elected associate professors. Such replacement will take place only for the purpose of evaluating candidates for full professor and will be determined by the division chair.

Section 16.2 Procedures for Evaluation of Probationary Faculty and Granting of Tenure or Tenure with Promotion

Section 16.2.1 Divisions will provide specific guidelines by which an application for tenure and promotion may be made. These guidelines must align with the University Academic Workload Policy, 06.027 and University Faculty, Reappointment, Tenure, and Promotion Policy, 06.004.

Section 16.2.2 Each division must evaluate all tenure-track faculty based on supporting materials for teaching (including the results of annual student evaluations), professional activity, and service encompassing the duration of the faculty member's appointment in the College of Music. The Annual Review in the first year and second year may serve as the written evaluation regarding progress toward tenure. The review must be based on contributions that are documented and/or can be verified, rather than anecdotal information. The evaluations (one letter from the chair of the Division PAC and one from the division chair) must be presented to the faculty member being evaluated in addition to a personal conference including the candidate, the division chair, and the Division PAC chair.

Section 16.2.3 The normal probationary period for assistant professors on tenure track consists of six years, within which there are two major reviews, the first of which occurs during the third year of the probationary period. The third-year reappointment review is a more extensive and intensive review that includes the Division RTPC, the chair, the College RTPC, the dean, and the provost, but without external review letters. Tenured faculty members in the division will vote whether to recommend the probationary faculty member for reappointment in the third year and each year thereafter.

In years four and five the VPAA-160 Annual Review Report will be used for reappointment review of tenure-track faculty. The report will be extended to include candidate's entire probationary period. Additionally, the fourth and fifth year review will include a written evaluation by the Division RTPC and the division chair, as well as a reappointment vote from the eligible voting faculty within the division, which will be annotated by the division chair. Fourth and fifth year candidates are encouraged, but not required, to submit a self-evaluation narrative addressing progress towards tenure, in addition to their annual review self-evaluation.

Year six of the probationary period is considered to be the second major review and, in most cases, is the mandatory tenure-review year.

Section 16.2.4 External Letters: For tenure and/or promotion reviews (but not for reappointment reviews) the candidate's dossier will contain a minimum of five letters from external reviewers. These reviewers will be asked to provide a professional assessment of the candidate for tenure and/or promotion and should be contacted by the College of Music in time to allow for review of the candidate's materials. External reviewers must hold the rank at or above the rank to which the candidate aspires or have equivalent professional recognition.

The candidate will provide a list of names to the Division RTPC and chair. In collaboration, the Division RTPC and chair will select no more than three (3) of the external reviewers from the candidate's list and identify and select the remaining reviewers. Candidates for tenure and/or promotion have the right to request in writing that certain individuals be excluded from service as reviewers who they think are not able to provide a fair and unbiased assessment, along with the reason for the requested exclusion. Candidates should submit the request to the chair, whose decision is final. The final list will be reviewed by the dean.

All duly solicited external reviews received by the division will be included in the final dossier. Unsolicited letters will not be accepted or considered in the evaluation. Once the dossier has been completed, it is considered closed and nothing may be added, except in the highly unusual case in which a scholarly/creative work, submitted for review prior to the closing of the dossier, receives final and unconditional acceptance and such acceptance could reasonably be construed to change a negative recommendation to a positive recommendation. If the provost has yet to render a recommendation, this material will be included in the dossier. All internal reviewers will reconsider any prior recommendation, based upon the new material.

At each level of review, in the event of any negative recommendation, the candidate may determine to have the dossier moved to the next level or to withdraw the dossier from consideration, accepting the consequence of the choice.

Section 16.2.5 The Division RTPC will review the candidate's dossier and make a written recommendation. The committee's review will include deliberative consideration of all evidence submitted for review, including the solicited external letters. Additional written evidence will consist of any signed letters from eligible voters within the division who are not members of the Division RTPC, but have examined the dossier (without external letters) and wish to provide their assessment. It is the responsibility of the Division RTPC chair to solicit these additional letters from all eligible voters in the division. The completed Division RTPC review, which must be dated and signed by all members of the Division RTPC, will provide a full and frank explanation regarding their recommendation. The Division RTPC report may include a minority opinion in addition to the majority recommendation. If the recommendation is to tenure or promote, the recommendation is forwarded to the division chair. If the Division RTPC is considering writing a negative recommendation, they must notify the candidate. The candidate has the right to request a meeting to discuss his/her case with the chair of the Division RTPC within five (5) calendar days of notification. The candidate's mentor/advocate may accompany the candidate in this meeting. The Division RTPC will write a recommendation to the division chair. A candidate who receives a negative recommendation from the Division RTPC has the right to receive a copy of the negative recommendation with all accompanying documents and to insert a letter disputing that recommendation into their tenure and promotion dossier before it is transmitted to the chair.

Section 16.2.6 The division chair will review the candidate's dossier and make a recommendation. In divisions with area coordinators, the division chair may consult with

such persons when making the recommendation. If the recommendation is to tenure or promote, the recommendation is forwarded to the College RTPC. If the division chair is considering writing a negative recommendation, the chair must notify the candidate. The candidate has the right to request a meeting to discuss his/her case with the division chair within 5 calendar days of notification. The candidate's mentor/advocate may accompany the candidate in this meeting. The division chair will then write either a positive or negative recommendation to the College RTPC. Those who receive a negative recommendation from either the Division RTPC or the division chair have the right to insert into their tenure dossier, before it is transmitted to the college, a letter disputing that recommendation within 3 calendar days of being notified (see University Policy 06.004).

Section 16.2.7 The College of Music RTPC will evaluate the entire dossier and make a written recommendation. If the recommendation is to tenure or promote, the recommendation is forwarded to the dean of the College. If the College of Music RTPC is considering writing a negative recommendation, they must notify the candidate. The candidate has the right to request a meeting to discuss his/her case with the chair of the College RTPC within 5 calendar days of notification. The candidate's mentor/advocate may accompany the candidate in this meeting. The College RTPC will write a recommendation to the dean. The recommendation is then forwarded to the dean of the College of Music. This recommendation is to be dated and signed by all members of the College RTPC. Minority opinions may be included.

Section 16.2.8 The dean next reviews the entire dossier. After reviewing the dossier, the dean must notify the candidate if he or she is writing a negative recommendation. The candidate may meet with the dean within five (5) calendar days of this notification. The faculty mentor/advocate may accompany the candidate in this meeting. If the dean does not concur with the College RTPC, the reason for non-concurrence must be stated in writing.

Based on the dossier, and any further documentation requested from the chair, the dean makes a written recommendation to the provost. Copies of the dean's recommendation will be sent to the provost, the chair of the division and the candidate. The dean's letter must provide an explanation for a negative recommendation. If the candidate receives a negative recommendation, he/she may add a letter disputing such recommendation prior to the dossier's transmission to the provost within three (3) calendar days of being notified by the dean of such recommendation.

Section 16.2.9. The provost next reviews the entire dossier and makes a decision on whether to recommend reappointment for a probationary faculty member being reviewed for reappointment, or whether to recommend granting tenure, promotion, or tenure with promotion to the candidate being reviewed. The provost may request a meeting with the dean and/or request further information about aspects of the faculty member's dossier before making a decision. If the provost requests to meet with the dean regarding the candidate's dossier, the candidate will be notified in writing.

If the provost is considering writing a negative recommendation, the provost must notify the candidate. The candidate has the right to request a meeting with the provost within five (5) business days of the notification. A faculty mentor/advocate may accompany the candidate in this meeting. The requested meeting will occur before the recommendation is transmitted to the president.

The provost will transmit, in writing, a recommendation to the faculty member. If the provost's recommendation is negative, the provost's letter must indicate the reasons for this recommendation. The provost must notify candidate of his/her decision by March 15 (or the closest business day thereto). The provost's recommendation is sent to the president.

Section 16.2.10 Notification and subsequent appeals for Tenure, or Tenure with Promotion will be in accordance with University Policy 06.004.

Section 16.3 Procedures for promotion only. The following procedures will be observed for promotion:

Section 16.3.1 Nominations for promotion may be sent by the dean or by any faculty member to the division RTPC which will provide the first level of review.

Section 16.3.2 Procedures for promotion will parallel those outlined for Tenure with Promotion (See Section 16 - 16.2.10).

Section 16.3.3 Notification and subsequent appeals for promotion will be in accordance with University Policy 06.004.

Section 16.4 Procedures for annual review. The following procedures will be observed for the purposes of annual review:

Section 16.4.1 Each division will provide specific guidelines to determine the criteria for Annual Review. These guidelines will align with the University Academic Workload Policy 06.027 and the University Annual Review Policy 06.007.

Section 16.4.1.1 Each faculty member will submit to the division chair documentation of teaching, professional activity, and service that encompasses the specified period of evaluation. This documentation must contain the results of annual student evaluations.

Before the start of each fall and spring semester and before documentation is submitted, each faculty member must consult with the division chair to determine the percentage of effort to be allocated in the annual review process for each area of evaluation.

Section 16.4.1.2 Annual reviews will be evaluated by the Division Personnel Affairs Committee (PAC). This committee will consist of no fewer than three and up to all eligible (tenured) faculty members in the division. The membership of the Division PAC will be determined through an election by all full-time faculty members within the

division to ensure a regular and reasonable rotation of committee membership.

The chair of the Division PAC will forward the committee's evaluations to the division chair for review. The division chair is responsible for assigning the final numerical rating and reporting it in writing to the faculty member. Appeals will be in accordance with University policy and the College of Music Bylaws (Section 17).

Section 16.4.1.3 In cases of annual review for faculty members who also hold a University recognized administrative appointment, such faculty members will submit to the division PAC documentation of teaching, professional activity and service as it relates to the academic proportion of their load that encompasses the specified period of evaluation. Once each year and before documentation is submitted, the division chair must negotiate with the dean the percentage of effort to be allocated in the annual review process to each area of evaluation.

Evaluation of activities associated with administrative appointments will be conducted independently by the dean of the College of Music, with reference to the University Evaluation of Administrators annual survey. The dean assigns the final numerical rating for those holding administrative positions.

Section 16.4.2 In cases where teaching responsibilities are divided between areas or divisions, the Division PAC will also solicit and forward evaluations from the other areas(s) or divisions(s) to which the faculty member is assigned.

Section 16.4.3 Each Division PAC will review the documentation of each faculty member in the division. In divisions with fewer than five eligible faculty, the tenured faculty of the division, in conjunction with the dean, will select tenured faculty from other divisions of the College to complete the membership of the committee.

Section 16.4.4 The merit process for faculty members is not complete until the division chair has assigned a final rating. Faculty have a right to request a meeting with their division chair to discuss and/or appeal the written merit reviews (Division PAC and division chair) and the final numerical rating only at the conclusion of the merit process. This meeting with the division chair must be requested within 5 calendar days after the faculty member has received the complete merit review. The division chair may change the final rating based on the faculty member's appeal. If the appeal is not resolved satisfactorily, the faculty member may appeal as outlined in Section 17.

Administrators (division chairs and associate deans) receive their final rating from the dean. Those holding administrative positions who wish to discuss and/or appeal their reviews and final rating will meet with the dean. This meeting with the dean must be requested within 5 calendar days after the administrator has received the complete merit review. The dean may change the final rating based on the administrator's appeal. If the appeal is not resolved satisfactorily, the faculty member may appeal as outlined in Section 17.

Section 17. Resolution of Grievances

Unless mutually agreed by all parties in writing, the procedures outlined below must be implemented and concluded in regular fall/spring academic semesters.

Section 17.1 An Alternative Dispute Resolution (ADR) Program is a voluntary process that can help individuals find mutually agreed upon solutions to job-related interpersonal disputes between faculty, administrators, and/or staff. The Alternative Dispute Resolution program allows for disputing parties to make a written request for mediation. In cases in which the ADR program does not interrupt an appeal process that is time sensitive, an informal series of meetings will be held. The ADR program does not address matters related to annual review or reappointment, tenure, and promotion.

Section 17.2 In matters regarding faculty disputes other than academic freedom, reappointment, tenure, or tenure with promotion (either administrative or personnel issues), the grievance procedures of the College of Music as stated below will be followed, with or without the Alternative Dispute Resolution Program.

Section 17.2.1 A meeting will take place between/among the affected parties who may resolve the issues with or without Alternate Dispute Resolution Program.

Section 17.2.2 Failing resolution of the issues, a grievance procedure may be initiated by a written statement of particulars to the dean, who will then transmit the document to the Faculty Advisory Committee, which will oversee the procedure. This statement will include the names of two persons to be chosen by the complainant for the Grievance Committee membership.

Section 17.2.3 A five member *ad hoc* Grievance Committee will be appointed to consider the grievance. The Faculty Advisory Committee will solicit the names of two tenured faculty from the other party of the complaint and appoint them to the Committee along with the two members chosen by the complainant. These four members by majority vote will appoint a tenured member of the faculty as a fifth member who will also chair the committee.

Section 17.2.4 If the Faculty Advisory Committee fails to appoint its representatives within fourteen (14) calendar days of the initiation of the complaint, it forfeits the case at the College level. Notice of such a failure will become part of the record of the case and the complainant may appeal to the appropriate University agency.

Section 17.2.5 Following its final selection, the *ad hoc* Grievance Committee will meet within seven (7) class days to hear arguments, and within fourteen (14) class days render its findings and recommendations to the Faculty Advisory Committee and the complainant.

Section 17.2.6 In cases of a negative recommendation by the Faculty Advisory Committee, a formal meeting may be held by the University Faculty Grievance Committee according to procedures outlined by the University Faculty Senate Bylaws.