

BYLAWS OF THE DEPARTMENT OF MUSIC
UNIVERSITY OF NEVADA, RENO
Approved by the Department Faculty on October 21, 2010
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CHAPTER I – BYLAWS

1. Authorization

Bylaws of the Department of Music are authorized by Section 6 of the Bylaws of the University of Nevada.

2. Scope of the Bylaws

These Bylaws provide for and articulate (a) the organization and administrative structure of the department; (b) the duties and responsibilities of the chair; (c) the duties, responsibilities and rankings of faculty; (d) creation and modification of curricula; (e) personnel policies; (f) criteria for recruitment, evaluation, reappointment, tenure, promotion and retention of faculty at all ranks; (g) other relevant matters. These Bylaws are consistent with and subordinate to the College of Liberal Arts Bylaws, the University of Nevada, Reno Bylaws, the Nevada System of Higher Education (NSHE) Code (Title 2, Board of Regents Handbook), the laws of the state of Nevada, and the laws of the United States of America.

3. Adoption of the Bylaws

These Bylaws shall be adopted when they have been approved by a majority vote of the continuing faculty of the Department of Music and Dance (see Chapter IV. 1.A.1 of these Bylaws). The faculty will vote upon and approve the Bylaws by secret ballot in a manner consistent with Section 5 of the University Bylaws. Adopted Bylaws will be in force when they have the written approval of the dean of the College of Liberal Arts and the president of the University of Nevada, Reno.

4. Amendment of the Bylaws

Any voting member of the department faculty as defined in Chapter IV.1.A.1 of these Bylaws may propose an amendment to the Bylaws through a written submission to the

department chair. Proposed amendments to the Bylaws of the department are adopted when they have been approved in a secret ballot vote by a majority of continuing faculty (see Chapter IV.1.A.1 of these Bylaws), and by written approval of the dean of the College of Liberal Arts and the president of the University of Nevada, Reno.

5. Interpretation of the Bylaws

Questions of interpretation of these Bylaws shall be directed to the department Bylaws Committee, which shall review the question and forward their recommendation(s) to the department chair for a decision. The chair shall make his or her decision upon appropriate consultation and in a manner consistent with the UCCSN Code and established University and College policies and procedures.

CHAPTER II – MISSION AND ORGANIZATION

1. Mission

A. The Department of Music is committed to:

1. Providing quality degree programs for students planning careers in performance, education and other related areas. To this end, the faculty offers curricula that balance the demands of applied instruction; ensemble preparation and performance; and classroom instruction in theory, composition, history, literature and education.
2. Offering courses that enable students to meet the requirements of both the University and College of Liberal Arts. Additionally, it will provide opportunities for majors and qualified non-majors from the local community to perform.
3. Fostering an environment that encourages creative activity and research by its faculty.
4. Recognizing the importance of continuing education to enhance its own programs, student recruitment and community relations.
5. Contributing to the University and community through public performances, lectures, and participation/collaboration with community arts organizations.
6. Serving on school, college, university and professional committees.

2. Composition and Organization of the Department

The faculty shall consist of all full and part-time academic and administrative personnel who hold authorized positions as defined in Chapter IV of these Bylaws.

3. Department Faculty Meetings

The Department of Music faculty shall convene at least once a month subject to availability of a quorum. Seventy-five percent of the department faculty shall constitute a quorum of such meetings. Faculty meetings shall be chaired by the department chair, or, in the chair's absence, by the chair's designee. The latest edition of Robert's Rules of Order shall govern proceedings at all department faculty meetings.

- A. The chair shall call regular faculty and special meetings as necessary. The chair shall call additional meetings of the department within 15 working days of receiving a request from a faculty member on continuing appointment. Except in cases of emergency or illness, faculty members will notify the Chair at least two working days in advance when they know they cannot be present at a scheduled meeting. Special or additional faculty meetings may be called by the Chair or by one-third of the faculty upon written request, the meeting preferably to be held on the same week day and time as regularly scheduled meetings. The chair shall prepare an agenda with supporting materials for each meeting of the department faculty and distribute such materials no later than 24 hours before the meeting. The chair shall include on the agenda any item offered by a member of the department faculty so long as the chair receives the agenda item at least two working days prior to the meeting. The chair's office shall prepare and distribute minutes of the department faculty meetings once they have been reviewed and certified by the chair. Minutes shall be distributed to the faculty at or before the next scheduled meeting.
- B. Secretary. The department administrative assistant shall serve as secretary for all regular department meetings. The administrative assistant, with the assistance and concurrence of the chair, shall review and certify minutes of department faculty meetings and count ballots for and certify department elections.
- C. Voting. By majority vote in any department faculty meeting, and in accordance with Section 17 of the Bylaws of the College of Liberal Arts, the faculty can forward recommendations to the chair.

CHAPTER III. ADMINISTRATIVE STRUCTURE

1. Department Collaborative Governance

The Department of Music faculty shall govern itself in accordance with these Bylaws, subject to the College of Liberal Arts Bylaws, the University of Nevada, Reno Bylaws, and the NSHE Code.

2. Department Chair

The chair shall be the chief administrative and executive officer of the Department of Music.

A. Responsibilities and duties of the chair.

1. The chair shall be responsible to the dean for implementing college policies and procedures, and responsible to faculty for implementing policies and procedures mandated by department bylaws. The chair shall serve as advisor to the director of the School of the Arts and the dean, and provide a liaison between the dean and faculty. The chair shall take a leadership role in serving on the Council of Chairs and Directors, and is responsible for the advancement of the department missions and goals as identified in the department long-range planning document. He/she shall be an ex-officio member of all department committees, except those that evaluate him/her as either an administrator or teacher.

2. In order to expedite the routine duties of a chair, he/she shall have the authority to perform the following duties:

- (a) administering departmental funds and accounts;
- (b) hiring, supervising, and evaluating classified staff;
- (c) hiring, supervising, and evaluating temporary (non-continuing) faculty;
- (d) negotiating semester and summer school class schedules with individual instructors;
- (e) maintaining and securing personnel files of continuing faculty;
- (f) managing and assigning department office and classroom space and facilities;
- (g) negotiating administrative responsibilities with individual continuing faculty.

3. The chair's executive authority shall be limited. The chair's decisions on issues not specifically noted in Section 2. above shall require consultation and recommendations from the continuing faculty as provided for in these Bylaws. Issues requiring faculty recommendations include but are not limited to:

- (a) recommendations for hiring full or part-time continuing faculty;
- (b) recommendations on faculty evaluation and merit;

- (c) recommendations on the reappointment, promotion and tenure of continuing faculty, including probationary faculty in their third year;
- (d) recommendations on curriculum (courses and academic programs);
- (e) recommendations for long-term and strategic planning.

4. The chair, in consultation with the continuing faculty members of the department (see Chapter IV.1.A.1 of these Bylaws), the director of the School of the Arts and the dean, will use the following procedures for regular internal and external program reviews. The external review process shall conform to the guidelines established by the National Association of Schools of Music (NASM) and the provost's schedule and guidelines for program review. The internal process shall be a yearly review of degree programs through collaboration of the department assessment committee and the Office of University Assessment.

- B. Term of office. The chair of the department of Music shall serve a term of three years. The chair may be reappointed for additional three-year terms (also, see C. below).
- C. Selection of chair. The department's nominee for chair shall be selected by a majority vote of the continuing faculty (see Chapter IV.1.A.1 of these Bylaws). Department faculty shall nominate a chair every three years. The incumbent chair shall submit his/her resignation by March 1 of his/her third year of a given three-year term of office. The department's nominee for chair is subject to the approval of the dean and president.
- D. The chair's removal from office, for cause, may be recommended at any time by a majority vote of the continuing faculty. The personnel committee shall solicit a written response from the chair and review all charges before forwarding any recommendations to the dean. In addition, the department chair may request a meeting with the personnel committee or its chair to discuss any charges brought forth by the continuing faculty.
- E. Vacancy prior to expiration of the chair's term. Should a vacancy occur before the normal expiration of the chair's term of office, the department personnel committee shall meet as an advisory committee to assist the dean in selecting an interim chair. Should a member of the personnel committee become a candidate for the position of interim chair, that member shall not participate in this process.
- F. Interim chair. An interim chair can be appointed by the dean on an annual basis until a permanent chair has been selected. A permanent chair should be selected as soon as a willing and qualified candidate is available.

- G. Evaluation. An annual evaluation of the chair shall be conducted by the personnel committee. The chair of this committee shall forward the committee's recommendation to the dean. The committee shall prepare an evaluation instrument and solicit responses to it from all department faculty and may seek additional input from other relevant constituencies, including students. The committee shall summarize the evaluations and forward its recommendations to the director of the School of the Arts and the dean of the College of Liberal Arts.
- H. Temporary assumption of authority. Should the chair be temporarily absent or incapacitated, the dean, in consultation with the Department of Music faculty, shall appoint a chair pro tem or acting chair from among the Music faculty.

3. Personnel Committee

The personnel committee is an advisory body that makes recommendations to the chair.

- A. Membership. The personnel committee shall consist of four rotating members from among the tenured and retained lecturer faculty (as defined in Chapter IV.1.A of these Bylaws). The committee will appoint its own chair.
 - 1. Term of office. Each member shall serve a two-year term and be appointed by the chair.
 - 2. New members shall be appointed as the second year members rotate off. All qualifying faculty members should serve before the rotation repeats.
 - 3. Vacancy. Should a vacancy occur during the academic year, the chair shall appoint a faculty member to serve out the remainder of that term.
 - 4. There may be no more than one retained lecturer on the committee.
- B. Duties. The personnel committee shall perform the following duties:
 - 1. Assist the chair in preparing annual evaluations and merit.
 - 2. Assist the chair in preparing recommendations for all probationary faculty in their third year. (See also Chapter III, C.5. of these Bylaws.)
 - 3. Review annual progress towards tenure if the candidate or chair requests the committee's participation.

4. Review requests for reconsideration in tenure, promotion, or annual evaluation and merit distribution cases.

C. Procedures

1. Recommendations to the chair. The committee's recommendation(s) shall be communicated in writing to the department chair. If the chair disagrees with the committee's recommendations, reasons for the disagreement shall be given to the committee chair. The committee chair will then take the department chair's concerns back to the full committee for consideration. The chair must include the personnel committee's final recommendation(s) and reasons for any disagreement in the forwarded documents.
2. Notification of decisions. Within 15 days after the committee and the chair complete a review, the chair shall communicate the decision of the chair and the recommendations of the personnel committee in writing to the faculty member under review. Thereafter, the faculty member shall be notified in writing within 15 working days by the responsible agent at the appropriate level only of a failure to recommend or of a revised recommendation. (See section 40 of the University Bylaws.)
3. Conformity with appropriate procedures. If the committee finds in its review of a given case that the department has not followed established department criteria or procedures, the committee shall notify the chair and provide appropriate recommendations.

D. Reconsideration of annual evaluation and merit salary increase.

As noted in the College of Liberal Arts Bylaws, a faculty member may request reconsideration of an annual evaluation or merit salary increase from the chair. The personnel committee will review the request and make a recommendation to the chair. (See University Bylaws, Section 36.a. and the NSHE Code [5.12. & 5.13]).

E. Confidentiality and access to personnel files. Deliberations of the personnel committee and personnel files used in committee deliberations shall be confidential. Faculty members shall have access to their personnel files, following the procedures in NSHE Code 5.6.2 (a) and (b). Note: This refers only to the official files at Human Resources. Department personnel committee reports, which are advisory to the chair, will be released upon request to the department chair during a formal reconsideration process. All external reviews are redacted.

4. Tenure and Promotion Committee

The tenure and promotion committee is an advisory body that makes recommendations to the chair.

- A. Membership. The tenure and promotion committee shall consist of all tenured faculty members and the chair.
- B. Duties. The tenure and promotion committee shall make recommendations concerning tenure applications of probationary faculty and all promotion requests to the chair. If the chair is not tenured, then he/she may not vote in matters of tenure. In cases of promotion, only members with the rank being sought by the applicant or higher may vote.
- C. Reconsideration of tenure, promotion, and reappointment. A faculty member who has been denied tenure, promotion, or reappointment may request in writing reasons for and reconsideration of the decision from the chair. The tenure and promotion committee will review the request and make recommendations to the chair. (See University Bylaws, Section 36.a. and the NSHE Code [5.2.3. & 5.2.4].)

5. Additional Standing Committees appointed by the chair.

(Note: terms are usually for one academic year, however; some may extend longer depending on the need for continuity on long-term projects.)

1. Advisory
2. Applied
3. Assessment
4. Barrier and Placement Exams
5. Building
6. Bylaws
7. Courses and Curricula
8. Graduate
9. Library Representatives
10. Marketing Liaison
11. Music Education
12. Piano Proficiency
13. Scholarships/Grants
14. Strategic Planning

CHAPTER IV. FACULTY DEFINITIONS AND VOTING RIGHTS

1. Faculty

The faculty of the University of Nevada, Reno “shall consist of all persons holding authorized professional positions as provided by Subsection 1.4.5 of the NSHE Code” (University of Nevada, Reno Bylaws, Section 15; College of Liberal Arts Bylaws, Section 16). The faculty of the Department shall consist of all persons holding authorized professional positions assigned to this department.

There are four categories of teaching and research professionals within the College of Liberal Arts:

- A. Continuing faculty. There are two (2) categories for the continuing faculty of the college:
 1. Tenure-track faculty [academic ranks I-IV]: The tenure-track continuing faculty is composed of four (4) ranks: professor (IV), associate professor (III), assistant professor (II), and instructor (I), in accordance with the University Bylaws, Section 15.a.
 2. Non-tenure-track faculty [academic ranks 0(IV), 0(III), 0(II), 0(I)]: The non-tenure-track continuing faculty is composed of four ranks: 0(IV), 0(III), 0(II), 0(I). These faculty members hold state-funded, continuing positions (see Section 16 of the University Bylaws).
 3. Administrative faculty. Administrative faculty are faculty whose primary duties involve services to students, faculty, or administrators. Administrative faculty rank is defined in C15.b. of the University Bylaws.
- B. Contingent faculty (zero rank). Members of the contingent faculty hold one-year, state-funded contracts or one-year contracts from research grants or from similar non-state-funded sources. These contracts may be “renewable contingent upon funding” (RCUF).
- C. Temporary faculty. The temporary faculty consists of instructors hired on Letter of Appointment contracts.
- D. Post-doctoral fellows. Post-doctoral fellows are not considered to be continuing faculty, contingent faculty, or temporary faculty. These researchers and instructors are hired in specific departments or programs on annual contracts.

2. Voting

To provide consistency with the College of Liberal Arts Bylaws, the following voting practices will be in effect:

- A. Elections: Voting in elections for departmental chair and for any other departmental officers will be limited to continuing faculty ((as defined in Section IV.1.A.1 of these Bylaws and Section 16 of the College Bylaws) and continuing administrative faculty with a primary assignment (0.5 or greater) in the department.
- B. Hiring. Voting on tenure-track positions (both the position's area(s) of specialization and the hiring process) and non-tenure-track positions (full-time, part-time, continuing, and contingent) is limited to continuing faculty (as defined in Section IV.1.A.1 of these Bylaws and Section 16 of the College Bylaws) and continuing administrative faculty with a primary assignment (0.5 or greater) in the department.
- C. Search committees. In the department of Music, all continuing faculty (as defined in Section IV.1.A.1 of these Bylaws and Section 16 of the College Bylaws) are eligible to be voting members of search committees.
- D. Tenure. In compliance with recommendations from the college (see College Bylaws, Section 17), departmental voting rights on tenure decisions will be restricted to those department members who are already tenured at the University of Nevada, Reno.
- E. Promotion. Voting on promotion decisions is limited to those faculty who have already attained the rank or status at issue.
- F. Long-range planning. In compliance with recommendations from the college (see College Bylaws, Section 17), any departmental voting on strategic planning issues will be limited to continuing faculty (as defined in Section IV.1.A.1 of these Bylaws) and continuing administrative faculty with a primary assignment (0.5 or greater) in the department or program. Contingent and temporary faculty may vote on those committees; however, once the committee makes its

recommendations to the department, they should not vote in the departmental decision.

- G. Adjunct faculty shall not vote in the college or in any of the departments or programs within the college (see College of Liberal Arts Bylaws, Section 17).

CHAPTER V. PERSONNEL POLICIES AND PROCEDURES

All personnel decisions and actions shall conform with the NSHE Code; the Bylaws of the College of Liberal Arts; the Bylaws of the University of Nevada, Reno and the Bylaws of the Department of Music.

1. Faculty Responsibilities

As noted in the College of Liberal Arts Bylaws (Chapter V, Section 18), a faculty member's duties shall consist of an assigned combination of teaching, scholarly and creative activity, and service or professional development. The following examples of these activities are included in Section 18 of the College Bylaws:

- A. **Instruction.** Instruction includes activities such as classroom and studio teaching; extension teaching; preparation and development of courses; evaluation of student performance; consultation with students; direction of undergraduate and graduate students in preparation for various performances, student undergraduate and graduate committees, independent study, research, internships and practice; advising of undergraduate and graduate students; professional development of teaching skills.
- B. **Scholarly and creative activity.** Scholarly and creative activity includes the advancement, integration, and application of knowledge through research and scholarship related to the faculty member's discipline. This activity may lead to recordings, performances, books, articles, software, and public presentations; studies designed to enhance the teaching of that discipline; musical compositions, and other works where appropriate to the discipline; seeking and acquiring outside funds (e.g., grants and contracts); and evidence of professional development where the above criteria may not be applicable.
- C. **Service.** Service may include participation in the following four areas:
 - 1. University (i.e., administrative activities; participation on unit, department, college and university committees, boards, and panels; and similar activities; assigned professional responsibilities of administrative faculty members).
 - 2. Community outreach (i.e., consulting, committee work and other services to community groups, projects and organizations where such service is intrinsically related to the professional competence of the

individual faculty member; the development of services or programs of importance to the community).

3. Professional (i.e., activities related to professional growth and development, holding office in professional organizations, editing and refereeing for professional journals, reviewing research proposals, and similar professional activities).

2. Recruitment and Appointment of Faculty

- A. Allocation of positions and authorization to search. The dean of the College of Liberal Arts recommends new faculty positions at all ranks and approves searches to fill new and vacated faculty positions.
- B. Search procedures. Once a search has been authorized, the department shall initiate and conduct the search in accord with approved department bylaws, college bylaws, university bylaws, Human Resources requirements and the NSHE Code. The dean of the College of Liberal Arts, director of the School of the Arts and the chair of the Department of Music and Dance shall oversee the following search procedures:

1. The faculty in the programs involved shall prepare a written job description listing:
 - (a) minimum and any preferred qualifications necessary to apply;
 - (b) professional responsibilities and any other relevant information;
2. The department chair shall appoint one member of the respective program, whenever possible, to chair the search committee, composed of all faculty in that program. The search committee chair shall:
 - (a) identify and conform to all university and Human Resources regulations;
 - (b) supervise all mailings and postings to advertise the position and actively recruit applicants;
 - (c) interview candidates at professional conventions when funds for such travel are available;
 - (d) receive and respond to all applications;
 - (e) arrange and chair all search committee meetings for processing and selecting candidates;

- (f) arrange and supervise campus visits of final candidates.
 - 3. The final candidate shall be selected according to procedures deemed appropriate by the respective search committee involved, music or dance.
 - 4. Any faculty member who disagrees with the decision of the search committee may file a minority report to the chair, who shall attach it to the department recommendation to the director and dean.
 - C. Appointment of faculty. Recommendations for the appointment of a continuing faculty member shall originate in the department, after a vote of the continuing faculty enfranchised to recommend such an appointment. (See Section 17.B. of the College Bylaws.)
3. Evaluation of Faculty
- A. Mutually agreed upon responsibilities. All personnel evaluations shall be made on the basis of specified professional responsibilities and performance expectations mutually agreed upon by the individual faculty member, the department chair, and in accordance with university policy. Professional responsibilities specified in writing for each faculty member shall be in accord with the mission and priorities of the faculty member's department. This Role Statement shall document the mutually agreed upon expectations including the faculty member's responsibilities in teaching, scholarly or creative activity, and service as defined in Section 18 of the College Bylaws and Chapter V, Section 1 of these Bylaws.

As noted in Section 20 of the College Bylaws, neither the faculty member nor the agent of the department can unilaterally determine or alter the responsibilities of a faculty member. Significant discrepancies between an academic or administrative faculty member's statement of professional responsibilities and the department's mission must be approved by the dean of the College of Liberal Arts. If a faculty member and the responsible department or college agent cannot agree upon specified professional responsibilities, the matter is subject to mediation by the dean of the College of Liberal Arts. If mediation by the dean fails, then the matter is subject to mediation by the university administration or to grievance procedures as outlined in the Sections 3.2.33-38 of the University Bylaws.
 - B. Standards of review. All evaluations shall be based on equitable and uniform criteria and procedures for assessing the quality of a faculty member's performance, whether in annual evaluation, merit consideration, promotion, or consideration for continuing contract status. All evaluations of academic faculty shall include student evaluations and relevant peer review(s) based on careful assessment of pertinent evidence in order to arrive at just and equitable

recommendations. Student evaluations shall be administered by full-time departmental staff in all scheduled classes at the end of the fall and spring semesters.

- C. Annual evaluation of faculty. The Department of Music shall annually evaluate all continuing and contingent faculty (as defined in Section 16 of the College Bylaws and Chapter IV, Section 1, of these Bylaws). This evaluation shall occur in accordance with procedures as outlined in these Bylaws and in conformity with Section 40 of the University Bylaws.
 - (1) Criteria for evaluation. All faculty shall be evaluated annually on their accomplishment of professional responsibilities and performance expectations as specified in the statement of professional responsibilities (see Section 20.A. of the College Bylaws).
 - (2) Documentation. Each academic faculty member in the department of Music shall submit a standard Annual Evaluation/ Merit Review form “Part One” and supporting materials to the department chair documenting the faculty member’s performance for the year. The department shall submit annual evaluation forms and written evaluations for every faculty member to the director of the School of the Arts, who will in turn forward them to the dean. Administrative faculty shall be evaluated in accordance with the procedures specified in these Bylaws.
 - (3) Signatures. Every evaluation submitted to the dean of the College of Liberal Arts shall include a statement signed by the affected faculty member indicating that the faculty member has read the evaluation.
 - D. Merit consideration of faculty. Annual evaluations of faculty performance enable the College of Liberal Arts to recognize achievement within departments and other college units. The department of Music will recommend to the dean merit pay increases for individual faculty.
4. Reappointment, Third-Year Review, and Probationary Period: Tenure-Track (II, III, IV) and Non-Tenure-Track “Zero Rank” [0(II), 0(III), 0(IV)] Faculty.
- A. Reappointment and non-reappointment of Tenure-Track (II, III, IV) and Non-Tenure-Track [0(II), 0(III), 0(IV)] Faculty. The Department of Music must evaluate all non-tenured faculty annually and make a recommendation to the dean concerning reappointment by dates specified in the NSHE Code, Chapter 5.
 - B. Notification of reappointment/non-reappointment. Faculty in the categories included in Section 21.A. of the college Bylaws and 4.A. of these Bylaws must be notified concerning reappointment/non-reappointment by dates specified in the NSHE Code, Chapter 5.

- C. Third-year review. Tenure-track (II, III, IV) and those continuing non-tenure-track faculty [0(II), 0(III), 0(IV)] who are eligible for retained status must undergo a careful third-year review. The third-year review will assess the faculty member's progress toward tenure or retained status, and may be used to determine reappointment for the following academic year. The department personnel committee shall make a recommendation to the chair on each third-year review. (See Section 15.C. of the College Bylaws, or Chapter III, Section 3 of these Bylaws for procedures applicable to this review.)
 - D. Maximum probationary period. The maximum probationary period is six years for both tenure-track and non-tenure-track continuing faculty who are eligible for retained status. Application materials for tenure or retention in continuing status must be submitted according to university deadlines. Such deadlines generally fall prior to the start of the applicant's sixth academic year.
 - (1) Tenure-track faculty. If a tenure-track faculty member has not been awarded tenure by the end of their sixth probationary year, the faculty member will be notified that the contract issued for the seventh academic year will be a terminal contract.
 - (2) Non-tenure-track faculty. If a non-tenure-track faculty member [0(II), 0(III), 0(IV)] who is eligible for retained status has not been awarded continuing contract status by the end of their sixth probationary year, the faculty member will be notified that the contract issued for the seventh year will be a terminal contract.
 - E. Probationary credit. Tenure-track faculty may receive probationary credit for service in a faculty position at other institutions. The faculty member's letter of offer and initial contract with the NSHE shall specify the years of prior service to be applied to the faculty member's probationary period.
 - F. Extension of the probationary period. The faculty member may request an extension of the probationary period. The dean may recommend that the president approve such a request. The president may extend the probationary period in accordance with NSHE Code [3.3.1.(c) and 3.3.1. (d)]. In particular, faculty may request such an extension due to family and/or medical circumstances as specified in the Federal Family & Medical Leave Act, whether or not the faculty member takes any kind of leave.
5. Tenure and Promotion: Tenure-Track Faculty
- A. Eligibility for tenure. A probationary full-time member of the academic faculty in Rank II, III, or IV shall be eligible for appointment with tenure at any time during the probationary period of employment.

- B. Appointment with tenure. An initial appointment may be made with tenure upon recommendation by the department and dean, following NSHE Code [3.3.1(b)].
- C. Initiating consideration. The process is usually initiated by the department. However, the applicant for tenure and/or promotion may initiate the review with the chair of the department. The applicant's written materials shall demonstrate that the applicant has met the minimum standards set forth in Section 22.D. of the College Bylaws.
- D. Standards for appointment with tenure. Section 49 of the University Bylaws sets minimum standards for consideration for tenure. The faculty member shall demonstrate a record of achievement in teaching, scholarly and/or creative work, and service as defined in Section 18 of the College Bylaws and consistent with the faculty member's Statement of Professional Responsibilities and with the mission of the department. The department must evaluate the candidate as "excellent" in teaching or scholarly and/or creative work and at least "satisfactory" in the other two areas.
- E. Procedures and criteria. The department has established fair and equitable procedures consistent with University Bylaws and NSHE Code provisions for conducting tenure and promotion. (See department personnel committee Chapter III, Section 3.) Those procedures apply the following criteria:
 - 1. Promotion to assistant professor (Rank II). A faculty member in Rank I shall be eligible for promotion to Rank II when the faculty member has attained a terminal degree in an appropriate professional field and has demonstrated potential for developing professional achievement in teaching, scholarly and creative activity and service.
 - 2. Promotion to associate professor (Rank III). A faculty member in Rank II shall be eligible for promotion to Rank III when the faculty member has established a substantial record of achievement in teaching, scholarly and/or creative work, and service. A departmental recommendation for promotion to the rank of associate professor may precede, accompany, or follow upon a recommendation for tenure. Such recommendation shall include an "excellent" evaluation in teaching or scholarly and/or creative work, and at least a "satisfactory" evaluation in the other two areas.

The Department of Music has adopted the following procedures for requesting external evaluations:

- (a) The candidate for promotion shall submit to the chair a list of four to six names, in order of preference, of external faculty holding the rank of associate or full professor who are qualified to provide an external evaluation. (Note: Letters for candidates for the rank of full professor should be requested only of

persons currently holding the rank of full professor or the professional equivalent.) Upon receipt of the candidates list, the chair, in consultation with the faculty from that area will develop a list in order of preference of the most appropriate reviewers. If any external reviewer is unable to submit a letter, the chair will contact the next person on the list until three letters are on file. (Note: There should be no contact between the candidate and prospective reviewers)

- (b) The chair, in consultation with the department personnel committee, shall create a list, in order of preference, of four to six names of professionals who will also be invited to provide an external evaluation until three have agreed to serve.
- (c) The process is complete when the chair has received six commitments to provide external evaluations. Three of these must be suggested by the department.

(3) Promotion to professor (Rank IV). A faculty member in Rank III shall be eligible for promotion to Rank IV when the faculty member has established a sustained record of excellence in a professional field. The record shall document publications or creative work judged significant by peers in the field; distinguished professional service; and distinction in teaching and related activities. The record may document exceptional administrative achievement as well. The department shall obtain appropriate external evaluations of the faculty member's achievement according to procedures defined in the preceding paragraphs.

F. Negative recommendations. If there is a negative recommendation for promotion or tenure at any level, the faculty member has the right for reconsideration of the decision following the procedures in the University Bylaws, Section 36.a. and the NSHE Code (5.2.3. & 5.2.4).

6. Retention and Promotion: Non-Tenure-Track Faculty

- A. Eligibility for retention. A non-tenure-track [0(II), 0(III), 0(IV)] continuing member who is eligible for retained status may, at the discretion of the department, be considered for retention after a six-year probationary period.
- B. Initiating retention consideration. The process is usually initiated by the department. However, the applicant for retention may initiate the review process for retained status by submitting a formal request to the department chair. The applicant's written material shall demonstrate that the applicant has met the minimum standards for retained status set forth in Section C.
- C. Standards for retention. The faculty member shall demonstrate a record of achievement in teaching, scholarly and/or creative work, or service, consistent

with the faculty member's Statement of Professional Responsibilities and with the mission of the department. Recommendation for retention shall include an "excellent" evaluation in the major area of responsibility of the faculty member, as determined by the department, and at least a "satisfactory" evaluation in other areas of responsibility. (Department Bylaws may also include procedures for appropriate external evaluations of the faculty member's achievement.)

- D. Procedures and criteria. Department Bylaws shall establish fair and equitable procedures consistent with University Bylaws and NSHE Code provisions for conducting evaluations for promotion of faculty who have been retained. Those procedures shall apply the following criteria:
1. Promotion to Rank 0(II). A non-tenure-track faculty member in Rank 0(I) shall be eligible for promotion to Rank 0(II) when the faculty member has attained an appropriate advanced degree in the relevant professional field, and has demonstrated potential for developing professional achievement in teaching, research and/or creative work, or service.
 2. Promotion to Rank 0(III). A non-tenure-track faculty member in Rank 0(II) shall be eligible for promotion to Rank 0(III) when the faculty member has established a substantial record of excellence in his or her major area of responsibility.
 3. Promotion to Rank 0(IV). A non-tenure-track faculty member in Rank 0(III) shall be eligible for promotion to Rank 0(IV) when the faculty member has established a sustained record of excellence in his or her major area of responsibility.
- E. Negative recommendations. If a negative recommendation for promotion or continuing status is received at any level, the faculty member has the right for reconsideration of the decision following the procedures in the University Bylaws, Section 36.a. and the NSHE Code (5.2.3. & 5.2.4.).

CHAPTER VI. PERSONNEL DECISIONS ANNUAL MERIT AND PROMOTION

1. Merit

The chair will compile the materials from the Part One sections of the "Annual Evaluation and Merit Review" form submitted by each faculty member. The chair will write the Part Two section of the evaluation based on these submissions. The chair will then submit the Part One and Part Two sections of the "Annual Evaluation and Merit Review" form(s) to the Personnel Committee and meet with them for ranking, approval/ disapproval and/or comment. A recommendation for meritorious

performance shall require a majority vote of members of the personnel committee. If a majority vote cannot be reached, the committee will inform the chair by memo.

In cases where the chair does not concur with the committee's ratings, he/she will submit an additional document expressing that disagreement and showing cause. The chair will in turn forward this and all other documentation to the director of the School of the Arts. Each member of the personnel committee shall receive a copy of any disagreement showing cause forwarded by the chair. For the reconsideration process for decisions on merit see Chapter III, Section C.5.(b) of these Bylaws.

Faculty members who disagree with their annual evaluations may attach a written statement to the evaluation document stating their objections. Such written statements shall become part of the annual evaluation.

A faculty member may request reconsideration of his or her annual evaluation by the personnel committee. (See Section 15.C. of the College Bylaws, or Chapter III, Section 3 of these Bylaws.) Formal appeal of annual evaluation is governed by a university-level process.

2. Personnel Evaluations: Music and Dance Areas

Personnel recommendations are based on the quality of teaching, scholarly and creative activity and service.

A. Teaching. Teaching is central to the Music disciplines; faculty is expected to maintain high standards of knowledge and performance. Because students in most undergraduate Music courses are required to develop performance and academic skills, it is especially important for the Music faculty to model high professional standards as performers, researchers and academicians.

The following is an illustrative but not necessarily exhaustive list of relevant professional activities:

1. Classroom instruction including:
 - (a) lecture-content including organization, clarity and staying current in their discipline;
 - (b) performance as trainer-critic of student assignments;
 - (c) effective and respectful interaction with students.
2. Extra-classroom instruction including:
 - (a) counseling and advising;
 - (b) directing recitals, performances, theses and independent studies;
 - (c) participating on graduate committees.

3. Professional skills development including:

- (a) participation in professional conventions and meetings;
- (b) participation in workshops and courses;
- (c) extensive reading;
- (d) development of new course syllabi and bibliographies.

B. Creative and research activities. As illustrated below, appropriate research for a tenure-track faculty member in Music includes research which leads to creative performance activities and/or professional papers and publications.

Further, extensive efforts in one area of research may preclude a more extensive effort in another area. For example, practice and rehearsal leading to creative performance activities may be expected to diminish research that leads to written publications; likewise, an emphasis on publication may diminish research leading to creative performance activities. It is understood that the amount and type of research that is encouraged by our department will vary with the expectations tied to the position at the time of hiring, the evolving needs of our students and academic programs and the unique interests and abilities of the instructor.

Evaluation of research resulting in creative performance is based on evidence of the quality of the performance and the performing venue (i.e. local, regional, national or international). Evaluation of research leading to professional papers and publications is based on the quality of those papers and publications and of their professional and/or social significance including the prestige of the venue.

1. Examples of research that lead to the design and implementation of original public performances/programs in Music include:

- (a) Solo, chamber music and larger ensemble performances;
- (b) Recorded performances for public disseminations;
- (c) Conducting institutional, regional and national ensembles.

2. Examples of research that lead to publication include:

- (a) books as principal or contributing author;
- (b) peer-reviewed articles in state, regional, national, and international journals;
- (c) editorial work in state, regional, national, or international journals and book reviews;
- (d) editing or professional writing in popular magazines and newspapers.

3. Examples of research skills development include:

- (a) participation in professional conferences and meetings, including presentation of papers;
- (b) participation in workshops and courses.

C. University and community service. Appropriate professional/disciplinary service includes activities at the department, college, university, and community levels. However, it is understood that extensive service at one or more of these levels may preclude active service at other levels.

3. Promotion/Reappointment

Promotion recommendations are based upon the quality and quantity of creative activity/ research, teaching and service. The following criteria must be met for advancement.

A. Faculty members who were hired into a 1.0 FTE tenure-track position and are performing at a commendable level or higher at the instructor or lecturer rank may, upon receiving the Ph.D. or equivalent degree, be recommended to the dean for advancement to Rank II, assistant professor.

B. Rank II, assistant professor is the entry-level rank for tenure-track positions in Music.

C. For promotion to Rank III, associate professor, or Rank IV, professor, faculty must receive an “excellent” evaluation in teaching or research/creative active activity and at least a satisfactory in the other two areas.

D. A candidate for professor, Rank IV shall demonstrate regional and national recognition via professional peers. Such recognition may come from professionals in Music at other colleges and universities, or through evaluation from professionals in other fields whose background(s) equip them to assess the activities of an interdisciplinary specialty of the candidate. Evidence of this regional and national recognition may include:

- a. performance as a soloist, principal or conductor of a regional or nationally recognized organization, invitations to read scholarly papers, serve as professional critic, or participate in other scholarly programs;
- b. adoption by other professionals of publication efforts such as textbooks or related educational materials;
- c. publication of articles in professional journals in music and dance or in a faculty member’s interdisciplinary specialty;

- d. written evaluations of creative performance or publication efforts;
 - e. election or appointment to serve as officer, administrator, or editor in a regional, national, or international professional association.
4. Additional Promotion Criteria. Evaluations may be aided by the following guidelines:
- A. For tenure:
 1. completion of terminal degree;
 2. teaching effectiveness as determined by student evaluation and peer observation;
 3. evidence of creative or publication activity;
 4. evidence of service and capacity for continued growth related to one's profession;
 5. the ability to work with the faculty and students of the member institution in the best interests of the academic community and the people it serves, and to the extent that the job performance of the academic faculty member's administrative unit may not be otherwise adversely affected. NSHE Code 3.4.2 (a)(3)(B)

Note: The present College of Liberal Arts Bylaws have identical standards for tenure and promotion to rank III and it is recommended that they be applied for concurrently. (See sections 22 D and E.2 of the College Bylaws.)
 - B. For promotion to the rank of assistant professor:
 1. completion of terminal degree;
 2. teaching effectiveness as determined by student evaluation and peer observation;
 3. evidence of continued professional growth through study, participation in professional organizations, and creative or publication activity;
 4. demonstrated ability to work in harmony with colleagues in the best interests of the university and the community.
 - C. For promotion to rank III, associate professor—qualifications of the previous rank plus:
 1. record of substantial accomplishments in previous rank;
 2. record of substantial creative or research activity leading toward a national reputation;
 3. demonstrated capacity for further significant intellectual and professional achievement.
 4. demonstrated progress towards a national reputation.

- D. For promotion to rank IV professor—substantial accomplishments in previous ranks plus:
1. excellence in teaching or creative/research activities;
 2. at least satisfactory in the other two areas;
 3. national recognition which may be demonstrated by the following forms of possible evidence:
 - (a) a substantial and sustained performance or publication record;
 - (b) participation in and contributions to professional associations;
 - (c) invitations for services as performer, conductor, adjudicator, instructor, speaker, etc.;
 - (d) positive evaluation of musical and dance performance work:
 1. regional and national recognition of programs;
 2. critical reviews from the mass media;
 3. evidence of growth or significance of discipline/program;
 4. evidence of audience reaction to programs;
 5. evidence of peer approval of programs.

5. Additional promotion guidelines: (See appendix A)

APPENDIX A

Promotion and Tenure Criteria

1. Additional Promotion Criteria.

A. Criteria and standards for evaluation of faculty with respect to tenure, promotion, annual merit, and comprehensive review.

1. Criteria for the measurement of teaching and advising effectiveness and continued growth shall be understood to include:
 - a. Command of subject matter
 - b. Willingness to assist students
 - c. Creation of an atmosphere that encourages and facilitates engaged learning, lucid reasoning, creativity, and independent thinking
 - d. Skill in presenting material and demonstrating its significance and importance, and interrelationships among fields of knowledge
 - e. Commitment to teaching and advising responsibilities (e.g. regular, prompt meeting of classes, keeping office hours, providing accurate advice)
 - f. Openness in examination of a variety of views, including respect for student expression
 - g. Fairness, clarity, reasonableness, timeliness, and discrimination in assigning and evaluating student work
 - h. Assisting students in their academic and professional development (e.g., writing letters of recommendation, accommodating special circumstances)
 - i. Continual efforts to improve the aims and content of courses and academic programs and continual assessment of effectiveness as a teacher and adviser
2. Criteria for the measurement of effectiveness and promise of continuing growth in scholarship and creative activity shall be understood to include:
 - a. Publication in refereed journals, or in book or monograph or recorded form, together with judgments of the publications by specialists in the field
 - b. Juried or invited exhibitions, presentations, or performances
 - c. Peers' judgments of the quality of the venues of publication, exhibitions, presentations, or performances
 - d. Evidence of continued study and development
 - e. Peers' judgments of the faculty member's professional activities demonstrably related to the discipline and directed toward peers

- f. The award of funding to support research and other creative activities
 - g. Copyrighted, patented, and licensed works and inventions
3. Criteria for the measurement of effectiveness in institutional and professional public service could be understood to include:
- a. Willingness to serve
 - b. Responsible fulfillment of assignments
 - c. Efforts to act in the best interests of the department, college or university
 - d. Contributions to the profession and the discipline
 - e. Quality, significance and impact of professionally-oriented public service and outreach related to one's scholarship and creative activities and teaching

4. Standards regarding tenure:

All faculty members being recommended for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration. Recommendation for tenure shall require clear evidence of capability for significant professional contributions, effectiveness and promise of continuing growth in teaching and research and creative activity, and of effectiveness in institutional and professional public service when there has been opportunity to serve.

5. Standards regarding promotion

- a. Recommendation for promotion to associate professor shall require demonstration that the faculty member is in the process of achieving professional recognition among leaders in the candidate's discipline through a commitment to shared research and creative activity. Criteria for evaluation shall include:
 - 1. A pattern of effectiveness in teaching.
 - 2. Scholarly/creative activity such as:
 - (a) Significant contributions (through publication in refereed journals and/or in books or recordings addressed to peers, or artistic exhibitions, performances, or presentations) to an area of scholarship or artistry
 - (b) Specialists' judgments' of evidence of continued study and development in an area of interest or a specialty

- (c) Peers' judgments of the faculty member's professional service and of other activities demonstrably related to the discipline and directed towards peers
 - (d) Submission of one or more proposals to granting agencies for external funding of the candidate's scholarly or artistic program (please consider adding this, at least in disciplines where there are such opportunities, however modest).
3. A pattern of effectiveness in professional service, including willingness to work effectively in efforts to improve the programs, personnel, conditions, and activities supporting the mission of the department and university. (See also College Bylaws section 22.E.2.)
- b. Recommendation for promotion to professor, in addition to the criteria for the rank of associate professor, requires demonstration that the faculty member has achieved recognition among leaders in the profession. This achievement is normally demonstrated by maturation in scholarship or artistry, sustained focus in the field as represented by publication of significant scholarly or creative books or a series of substantive articles in premier journals, distinguished presses, or distinguished series, or significant recordings or series of exhibitions or performances, as well as continuing professional development. The department will pay particular attention to the significance and quality of the candidate's teaching and published research or artistry since appointment to the candidate's present rank.
6. Departmental expectations for workload distribution and variation in role statements.

B. Evidence for evaluation of faculty

- 1. With regard to responsibilities respecting teaching and advising, the department shall consider such sources of evidence as:
 - A. Peer Evaluations
 - 1) Written statements by colleagues who have observed and evaluated classroom performance and/or supporting materials.
 - 2) Written statements by colleagues who have observed and evaluated a colleagues teaching outside the classroom, as in public lectures

- b. Student Evaluations
 - 1) University-mandated evaluations as standardized and administered by the department
 - 2) Other in-class evaluations initiated by the faculty member
 - 3) Unsolicited written statements from students
 - c. Other kinds of evidence
 - 1) Teaching materials (e.g. syllabi, tests, study questions, handouts, graded papers)
 - 2) New courses and seminars created, developed and offered
 - 3) Directed study topics supervised and brought to completion
 - 4) Direction of undergraduate, master's and doctoral thesis committees when brought to completion
 - 5) Member of master's and doctoral thesis committees when brought to completion
 - 6) Writing and grading of master's and Ph.D. examinations
 - 7) Self-evaluations
 - 8) Pedagogical grants, fellowships and/or awards applied for, officially nominated for, or received
 - 9) Accomplishments of students when these are related to instruction by the faculty member
 - 10) Course section grade distributions
 - 11) Academic advisor to students
 - 12) Textbook publication
2. With regard to responsibilities respecting research/creative activity, the department shall consider such sources of evidence as:
- a. Publications and Awards
 - 1) Publications/performances/exhibitions and any reviews of those publications/performances/exhibitions
 - 2) Works accepted for such dissemination
 - 3) Externally-funded research grants, fellowships, and/or awards won or received
 - 4) Faculty members should provide evidence of the relative contributions to collaborative efforts
 - b. Other scholarly/artistic activities such as:
 - 1) Reading papers at conferences or presenting workshops or clinics
 - 2) Editing scholarly or creative journals or magazines, or serving on editorial boards
 - 3) Performing bibliographical, dramaturgical, or technical design services
 - 4) Refereeing manuscripts and grant and award applications; jurying or adjudicating
 - 5) Serving on panels for funding agencies
 - c. Other evidence of continuing scholarly activity (not in order of importance):
 - 1) Work submitted for publication, performance/exhibition

- 2) Applications for research grants and fellowships
 - 3) Other scholarly, creative, and/or professional activities demonstrably related to the discipline and directed towards peers (e.g., translator, lecturer, interviewer)
3. With regard to responsibilities respecting professional service and outreach, the department shall consider such sources of evidence as evaluations of a faculty member's service as:
- a. Member of or contributor to department, college, and/or university committees or councils
 - b. Sponsor of campus organizations
 - c. Consultant, speaker, reviewer, extension teacher, clinician, citizen of the academic community; contributor to professional organizations (e.g., association officer or member)
 - d. Supervising journal staff and operations or performing administrative duties associated with journal production
 - e. Administrative supervision and coordination of academic departments, programs, or divisions
 - f. Participation in departmental, college, or university relations or development activities
 - g. Outreach to the community