

**THE PENNSYLVANIA STATE UNIVERSITY
SCHOOL OF MUSIC
GOVERNANCE DOCUMENT**

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1. Forward

This Governance Document was initially developed by the School of Music Faculty Advisory Council and was conceived as an evolving resource for faculty in the School of Music. The goal was to provide a compendium of descriptions, policies, and procedures under which the School of Music operates. In all instances, University and College of Arts and Architecture documents supersede statements offered here, and faculty members are urged to familiarize themselves with these more authoritative publications. The director and Faculty Advisory Council with the input from faculty should take responsibility to ensure that this document is a continuing and relevant source for information about the workings of the School of Music.

Along with this Governance Document, faculty should also have a copy of the most recent version of the School's **Strategic Plan**. Colleagues should also be aware of other resources throughout the College and the University:

Faculty Handbook – the University's handbook, available on-line at:

<http://www.psu.edu/provost/FacultyHandbook>

University Handbook for Part-Time Faculty – available on-line at:

http://www.psu.edu/dept/vprov/pdfs/pt_faculty_handbook.pdf

College of Arts and Architecture Handbook for Faculty at University Park

http://www.artsandarchitecture.psu.edu/facstaff/fac_hand/toc.html

College of Arts and Architecture Promotion and Tenure Guidelines

www.artsandarchitecture.psu.edu/facstaff/promten.html

Promotion and Tenure Procedures & Guidelines (HR23)

<http://www.guru.psu.edu/policies/OHR/hr23.html>

Administrative Guidelines for HR23: Promotion and Tenure Procedures and Guidelines

<http://www.psu.edu/vpaa/P%20&%20T/HR23%20guidelines%20Index.htm>

University Faculty Senate

<http://www.psu.edu/ufs/>

2. Mission of the School of Music

The mission of the School of Music is to inspire and educate performers, scholars, and teachers in an atmosphere that fosters excellence and serves the global and regional community through performance, research, and creative work of the highest standards.

3. Structure of Governance

3.1 Faculty Membership

“Faculty” is defined as all full and part-time faculty members. Faculty holding tenure-eligible, tenured, and multi-year appointments are eligible to vote on formal issues in the School of Music and serve on School of Music committees. Only tenured and tenure-eligible faculty may vote on motions relating to personnel, including the tenure and promotion process. Membership and voting rights are maintained until the effective date of resignation or termination of appointment. Visiting faculty, fixed-term faculty on single year appointments, and staff may participate in discussions, but are not voting members. Should they so desire, emeritus faculty may attend meetings and participate in discussions, but are not voting members of the faculty.

3.2 Faculty Meetings

Meetings of the School’s faculty are generally convened once each month throughout the academic year, September - April. The Director calls and chairs the meetings. All full-time faculty are expected to attend meetings unless there are unavoidable conflicts (such as regularly scheduled classes or professional travel). Part-time faculty and staff are encouraged to attend meetings.

A quorum is defined as a simple majority of all eligible voters. Measures may be passed by a majority of eligible voters present or, in the case of written ballots, a majority of those voting. Written ballots may be used at the discretion of the director or upon the request of a majority of the faculty present at a meeting, and in these cases absentee ballots will be accepted from eligible faculty. In the case of a tie, the director may cast the deciding vote. Motions that require a vote of the faculty will be circulated among the faculty for a minimum of one week prior to the meeting unless a shorter timeline is mandated by unexpected college/university response requirements. Members on leave may request to be kept informed of upcoming departmental matters, may attend meetings and retain their voting privilege. Meetings are not normally held during the summer, and permanent policy decisions will normally not be enacted during the summer. If exceptions to this policy are required in order to meet unexpected college/university response deadlines, the director will consult with Faculty Advisory Council members if possible and will communicate with the full faculty at the earliest opportunity.

Approximately one week prior to each meeting the director, or the director’s assistant, calls for agenda from all faculty and staff. Robert’s Rules of Order are adopted as the guide for official administrative functions.

3.3 Director

The director is appointed by the dean of the College in consultation with the School of Music faculty and serves at the pleasure of the dean. The director has obligations to both the School (its faculty, students, and staff) and to the administration of the college and university.

Within the School, the director provides overall leadership. This leadership role is extensive and includes (but is not restricted to):

1. Evaluating faculty.
2. Overseeing the hiring of faculty and staff.
3. Overseeing promotion and tenure dossiers.
4. Preparing and managing all aspects of the School's budget and diverse accounts, including delegation of some responsibilities as appropriate (e.g., management of project accounts by ensemble directors.)
5. Assigning teaching duties and scheduling courses in consultation with the faculty.
6. Encouraging and assisting faculty and staff development.
7. Assuring that the School sets goals and regularly evaluates its progress toward meeting them, including development of the School's strategic plan.
8. Managing the day-to-day activities of the School.
9. Chairing faculty meetings and keeping the faculty and staff informed of administrative decisions and other items of importance to the School.
10. Representing the School to the administration, to other units in the university, and to organizations outside the university, including serving as a member of the College Executive Council and preparing reports and other documents on behalf of the School as required.
11. Assisting with alumni relations and development activities, and seeking out alternative sources of income for the School.

The director should seek, and can expect to receive, careful counsel from the faculty on major administrative matters. The director may also delegate some of the above responsibilities to an assistant director; however, such delegation does not relieve the director of his/her overall leadership responsibilities to the School of Music.

3.4 Organization of the School

Areas

The faculty within the School of Music have natural areas of common interest, generally related to their teaching responsibilities. The following areas are not independent units but are interdependent and intersecting entities, cooperating within a comprehensive program.

- Keyboard
- String
- Voice and Opera
- Winds and Percussion
- Music Theory

- Musicology
- Composition and Technology
- Music Education
- Ensembles (Choral and Instrumental)
- Conducting

Faculty within each area will select a tenured or tenure-track faculty member to act as coordinator of the area. The area coordinator may simultaneously serve as representative to the Faculty Advisory Council (see below). Coordinators meet individually with the director as needed, bringing recommendations or issues of concern from area faculty, responding to issues brought to the area by the director, and making recommendations about course offerings and teaching assignments. Faculty within each area may elect to meet regularly as a unit or, if regular meetings are difficult to schedule, should determine an appropriate method to communicate about issues of concern. Other responsibilities of the coordinator shall be determined by the area, such as convening meetings of the area, planning the agenda for the meetings, and organizing events within the area - or delegating responsibilities to other members of the area.

Some areas meet regularly with other areas including (1) Music Theory with Musicology, which administer a shared degree program, (2) Music Theory with Composition and Technology, which administer a shared degree, and (3) Ensembles and Conducting. In these cases, the faculty shall select one of the coordinators to serve as convener of the combined area meetings. Other areas may also meet together as appropriate to the agenda.

4. School of Music Committees and Administrative Appointments

4.1 Terms of Committee Service

Except where otherwise noted members of the School's standing committees, including the chairs, are appointed by the Director for two-year renewable terms. Committee chairs report to the director, but also have a responsibility to communicate directly with the faculty about important issues under consideration. Committee chairs may submit agenda items to the director for discussion at a full faculty meeting (including committee reports, announcements, and action items) or to Faculty Advisory Council, through the procedures listed elsewhere in this document.

4.2 Faculty Advisory Council (FAC)

Faculty Advisory Council (1) provides a sounding board for the director, (2) advises the director and assistant director on policy and budgetary issues, (3) oversees revisions of the faculty governance document, and (4) serves as a liaison between the faculty and director about issues under consideration by FAC.

Membership: FAC consists of six faculty members plus the director, assistant director, and administrative assistant to the director. Council representatives must be tenured, full-time faculty of the School. In cases where no tenured faculty member is available to serve, the director may appoint a non-tenured full-time faculty member as council representative to a term of one year.

The staff of the School are represented at these meetings by the administrative assistant to the director. At the discretion of the director or upon the recommendation of FAC, committee chairs or other faculty may be invited to serve as consultants regarding specific issues being considered by FAC.

Council representatives are elected by faculty for three-year terms according to the following faculty divisions:

1. Keyboard and Strings
2. Voice and Opera
3. Winds and Percussion
4. Music Theory, Musicology, Composition and Technology
5. Music Education
6. Ensembles and Conducting

Each council representative represents all tenured, non-tenured, and part-time faculty as well as the staff members of the area(s). The representatives have the responsibility to consult with faculty and staff in their respective areas, either through regular meetings or via e-mail and other correspondence.

Elections: Terms begin on August 15th, with elections completed by April 15 of the previous academic year. The terms of representatives to FAC shall be staggered to ensure that two new representative(s) shall be elected each year. All faculty (full-time and part-time) are eligible to vote for the council representative. Faculty serving in more than one area may vote for the council representative in each area of appointment. Should an individual be elected by more than one area, the area electing that individual by the highest percentage of votes shall be represented by that individual. The remaining area(s) shall conduct a new election(s) excluding that individual from consideration. In cases where a council representative is unable to complete a term, the area shall elect a tenured faculty member to serve for the remainder of that term. Council representatives may not serve consecutive terms (excluding partial terms due to leaves of absence).

Organization: Following elections in the spring semester of each academic year, the continuing and newly elected members shall elect a chair to serve during the following year. The chair may serve consecutive years in this capacity. The administrative assistant to the director shall attend FAC meetings, submit a written summary of FAC discussion to the director and chair for approval, and distribute the summary to the full faculty.

Meetings: FAC shall meet at least once a month at a regularly scheduled day and time during the fall and spring semesters and, as needed, during the summer. This schedule may be adjusted at the discretion of the director. A quorum is defined as four members plus the director or assistant director. In cases when a council representative cannot be present at a council meeting, the representative may submit written comments and concerns regarding any agenda item to the chair or director. FAC representatives shall consult frequently with members of their divisions and shall call meetings of their divisions as needed.

In consultation with the director, the chair schedules the meetings of the council and creates deadlines for submission of agenda items. The director convenes and presides at FAC meetings. The agenda is determined by the chair in consultation with the director and FAC representatives. Other faculty or staff members may also propose agenda items. Following consultation, the director or chair may invite faculty, staff, or students to appear before the council as appropriate to the agenda. The director or any member of FAC may request that the council take an advisory vote on issues under consideration by FAC.

4.3 Faculty Development Committee

The School of Music Faculty Development Committee (FDC) will conduct evaluations as part of the Periodic Evaluation of Faculty Performance following the policies established by the University and College. The committee will consist of five tenured faculty members, including at least three full professors. Three members of the committee will be elected by the faculty and two will be appointed by the Director. The elections will be held in spring semester following the election of the Promotion and Tenure Committee, and at least two of the elected members will be at the rank of full professor. Faculty members scheduled for periodic review in the upcoming year would not be eligible for election to the FDC. Normally, faculty members would not serve on both the FDC and the School of Music P&T Committees.

The periodic review supplements annual evaluation by providing an opportunity for a longer range look at faculty accomplishments and plans for the future. The review is to be primarily developmental and offer advice for continuing achievement. For example, this review might serve to provide advice to associate professors about their progress toward and readiness for a promotion review. Each member of the faculty must demonstrate a career-long commitment to teaching, research, and service, though the characteristics of the contributions and the balance among them may change over the course of a career. The FDC will submit a written evaluation to the Director for each faculty member under review, commenting on the faculty member's contributions, balance among teaching/research/service, and goals. This evaluation, along with the Director's evaluation and a faculty member's written response (if any) is forwarded to the Dean following the timetable established by the College. See HR-40 and the College of Arts and Architecture Policy on Periodic Evaluation of Faculty Performance for additional guidelines on this review process.

4.4 Promotion and Tenure Committee

See School of Music Guidelines for Promotion and Tenure in the appendix.

4.5 Recruiting and Public Relations Committee

The Recruitment and Public Relations Committee reviews all recruitment, promotional, and advertising activities of the School, including the School of Music website. The committee makes recommendations to the director regarding the budget, reviews their efficacy on a yearly basis, proposes alterations, and recommends new initiatives.

A sub-committee of the Recruitment and Public Relations Committee assists the director with the scheduling and implementation of the School of Music Audition Days, typically occurring in

January and February. Specific items associated with Audition Days include the welcome reception, parent meeting, student audition schedule, and PSU student performance.

Another sub-committee of the Recruitment and Public Relations Committee is assigned to gather the opinions and perceptions of matriculating students as well as potential students regarding the School of Music. This subcommittee administers written and web-based surveys, analyzes the data, and makes recommendations to the full committee based on that analysis.

4.6 Scholarship Competitions Committee

The School of Music Scholarship Competitions Committee is responsible for selecting the recipients of the School of Music scholarships/awards that are earned by competitive audition of current students each year. This is done in two competitions: the Brewster competition, held in the fall semester, and the Annual Scholarship competition, held in the spring semester. The committee also selects nominees for College level student awards such as the Creative Achievement Award and the Golumbic Scholarship. The committee consists of no fewer than six judges selected from each of the following areas: Keyboard, Winds/Percussion, Strings, Voice, Ensembles/Conducting, and an academic representative (Theory, Musicology, Composition and Technology, Music Education)". The chair is responsible for ensuring that all rules and procedures are followed, holds votes when necessary, and organizes committee meetings. The chair forwards competition results to the college and serves concurrently as the School of Music representative on the College Committee on Scholarships and Awards.

4.7 Technology Committee

The Technology Committee advises the director and the faculty on matters of technology as they pertain to facilities, curriculum, staffing, and the purchase of equipment. It supervises or makes recommendations in these areas as appropriate. The committee is composed of faculty members who have expressed an interest, knowledge, and/or willingness in matters of technology. The tech (IT) support staff person is an "ex officio" member of the committee. The chair calls meetings, creates the agenda, and serves as a liaison between the committee and the faculty and director. Faculty members with concerns about technology or who have interest in projects involving technology are invited to contact the chair and attend meetings to discuss concerns and/or ideas.

4.8 Undergraduate Committee

The Undergraduate Committee consists of at least four members, including one from each of the following areas: (1) Keyboard and Strings, Voice and Opera, Winds and Percussion, (2) Music Theory, Musicology, Composition and Technology, (3) Ensembles and Conducting, and (4) Music Education. The Committee is consulted on matters concerning the undergraduate curriculum. It monitors students' progress toward the successful completion of the BA, BM, and BMA degrees; assigns BM, BMA, and Performer's Recognition Award recital committees; and responds to requests from the director. It discusses every matter in the School that directly or indirectly affects the undergraduate program. Committee members consult regularly with other members of the faculty in matters of concern. The committee refines policies relative to the undergraduate curriculum to make them more effective and efficient.

The committee is led by two co-chairs. The first co-chair convenes meetings, responds to requests from the director, assigns responsibilities to committee members, serves as advisor to faculty in undergraduate affairs, and supervises Mid-Program Reviews for the BA, BM, and BMA programs. The second co-chair handles all committee responsibilities associated with curricular changes, assists with revisions of the Undergraduate Handbook, and ensures the accuracy of curricular information on the School's print and electronic resources. The assistant director serves as a regular member of the Undergraduate Committee.

4.9 Graduate Committee

The School of Music Graduate Committee is comprised of at least four faculty members, representing the following areas: applied music; conducting; music education; musicology/theory/composition/technology. The chair of the committee also serves as the School of Music Graduate Officer. The specific duties of the chair are noted with an asterisk below. The Graduate Committee oversees matters pertaining to the School of Music graduate program including:

Graduate Admissions:

- review/revise or recommend revisions of policies and procedures
- review and recommend all completed applications
- process and sign all letters of admission and rejection*
- sign all Graduate School forms related to admission*
- review files of students recommended for University Graduate Fellowships, Graham Fellowships, Minority Fellowships, etc.
- process paper work for Fellowships*

Graduate Advising:

- regularly review the Graduate Student Handbook, including forms, policies, and procedures, and revise or recommend revisions as needed
- assist faculty with advising questions
- meet with graduate students as needed to address concerns
- plan and organize School of Music Graduate Student Orientation (held in August)*
- sign all Graduate School forms, including transfer of credits, removal or extension of provisional status, completion of graduation requirements, etc.*

Graduate Student Committees:

- assign faculty to recital and oral examination committees*

Papers and Theses:

- review/revise or recommend revisions of policies and procedures
- review and approve all M.A. and M.M. thesis and paper proposals

Student Recruitment and Retention:

- review/revise or recommend revisions of policies and procedures for distribution of recruitment funds
- review and approve funding requests from faculty*
- work with the School of Music Recruiting and Public Relations Committee on graduate publicity campaigns

Curricular Issues:

- review proposals for new graduate courses and programs
- review changes to existing graduate courses and programs
- present to the director and to the School of Music faculty the Committee's recommendation on all new and changed graduate courses and programs*

School of Music Graduate Center (Room 102, MBI):

- review and recommend requests for materials
- coordinate and administer the Center

Graduate School Duties:

- recommend School of Music student representatives for the Graduate Student Association
- nominate students for the Graduate Teaching Award
- share information on new Graduate School policies, procedures, awards, etc.*
- attend at least one Graduate Officer meeting per year*

4.10 Awards Committee

The committee consists of three to five members appointed by the director to assist in preparing award nominations. The committee will:

1. Review deadlines for awards nominations and advise the director about nomination procedures, including whether a faculty vote is recommended or if the nomination process should be on the agenda for a faculty meeting.
2. Solicit nominations for faculty, staff, student, and alumni awards.
3. Attend meetings regarding awards procedures as requested by the director.
4. In consultation with the director, select nominees for School of Music, College, and University awards and write/collect nomination materials for nominees.
5. Assist the director in planning awards presentation events.

4.11 Diversity Committee

The Diversity Committee consists of at least two faculty members selected by the director, including the School of Music representative to the College of Arts and Architecture Diversity Committee, and three undergraduate/graduate students. The faculty members on the committee select student representatives from nominations by the faculty at large. The committee works to (1) enhance the understanding of diversity related legal mandates prohibiting discrimination, (2) support and promote policies of equal opportunity, and (3) create an environment in the School of Music characterized by equal access and respect for all groups and individuals regardless of cultural differences and personal characteristics.

In addition, the committee plans activities that:

- celebrate heritages
- embrace difference and change
- build respect for different perspectives and ideas
- support curricular integration that promotes diversity
- protect freedom of expression and
- encourage civility.

4.12 Administrative Assignments

Assistant Director is appointed by the director in consultation with the dean for a term of one fiscal year. The appointment may be renewed based on annual reviews by the director. The assistant director reports directly to and serves at the discretion of the director of the School of Music. The responsibilities of the assistant director are normally related to undergraduate affairs, and as such, the assistant director serves as a regular member of the Undergraduate Committee. Other duties may be assigned by the director as required for the effective management of the School of Music. The assistant director serves as a regular member of the Faculty Advisory Council and acts on behalf of the director to ensure efficient operation of the School of Music in the director's absence.

Bach's Lunch is a Thursday afternoon concert series jointly sponsored by the School of Music and the Center for Ethics and Religious Affairs. Weekly concerts of twenty to forty minutes are held during the school year in the Eisenhower Chapel (or other facility as arranged). The concerts are brief in order to make it possible for the University community to attend during the lunch hour. The coordinator's responsibilities are to solicit and schedule programs, to oversee the preparation of printed programs, to manage stage and equipment issues, and to make sure that the Chapel is left in good condition. The coordinator is also responsible for publicity but may be assisted by the staff person of the School of Music responsible for publicity.

Common Hour (Music 101), scheduled for Fridays throughout fall and spring semesters, is the weekly student recital hour of the School of Music. The Common Hour Coordinator has the responsibility of scheduling student performances, guest lectures, etc. for each Friday, overseeing the counting of concert and common hour credits, and assigning grades for Music 101.

5. School of Music Representation on College Committees

The standing committees of the College of Arts and Architecture are described in the College Bylaws, Article II, Section II. Terms are generally for one year, and are renewable for up to three years. See the Bylaws for complete information.

5.1 College Promotion and Tenure Committee

Membership: to include one faculty representative from Music, elected by the faculty.

Duties: to review departmental/school recommendations for promotion and tenure and forward recommendations to the dean.

5.2 College Sabbatical Leave Review Committee

Membership: to include one faculty representative from Music to be elected by the faculty or appointed by the director.

Duties: to review department/school recommendations for sabbatical leave and forward recommendations to the dean. The School of Music representative serves as an advocate for proposals from School of Music faculty.

5.3 Committee on Curricular Affairs

Membership: to include one faculty representative from Music to be elected by the faculty or appointed by the director.

Duties: to review and evaluate proposed changes to the undergraduate curriculum before they are submitted to the University Faculty Senate.

5.4 Committee on Research and Creative Projects

Membership: to include one faculty representative from Music for a three-year term, to be appointed by the dean upon recommendation of the director.

Duties: to review and evaluate all research proposals within the college and forward to the next level of review.

5.5 College Committee on Scholarships and Awards

Membership: to include one faculty representative from Music for a two-year term, to be appointed by the dean upon recommendation of the director. The representative should ideally serve concurrently as chair or a member of the School of Music Scholarship Committee.

Duties: to review and evaluate applications for student scholarships and awards within the college and forward recommendations to the dean. The representative is responsible for (1) arranging for the competitive presentation of the School of Music's Golumbic nominee to the College committee, and (2) facilitating the exchange of information between the College committee and the School of Music Scholarship Committee, including deadlines and requests for information.

5.6 College Graduate Council

Membership: to include the graduate officer from each department/school in the College.

Duties: to advise the College on strategic development of graduate programs, to advise and implement best practices in graduate programs, and to offer advice other issues of strategic importance relative to graduate programs in the College. The Committee also reviews

nominations for the University Graduate Fellowships, Waddel Biggart Fellowships, and Association Dissertation Awards.

5.7 College Research Council

Membership: one representative from each academic unit (either a representative elected by the faculty or a Head/Director appointed by the Dean) for a two-year term.

Duties: The Research Council is the principal advisory group to enable the strategic development of research and creative activities in the College.

5.8 College Faculty Council

Membership: one faculty representative from each academic unit elected by the faculty of each academic unit for a two-year term.

Duties: The Faculty Council is the authoritative voice of the College faculty and acts as a consultative body both to the faculty as a whole and to the Dean. It is advisory on all matters that pertain to the educational interest of the College (graduate and undergraduate resident instruction, research, continuing education, and recruitment/retention), and on all matters that pertain to the welfare of the College faculty. The Council also serves as the Exit Interview Officer pool for the College, with the Dean selecting a member of Faculty Council to conduct interviews as needed.

6. Evaluations, Promotion and Tenure

6.1 Annual Evaluations

All faculty, including full-time and part-time fixed term, are required to submit a Faculty Activity Report in April of each year. The purpose of this report is to provide an accounting of Teaching, Research and Creative Activities, and Service for the academic year. This annual report provides a basis for an annual review by the Director, which is sent to each faculty member in May. The Faculty Activity Report also provides a basis for merit salary increases.

6.2 Tenure and Promotion

All tenure-line faculty are periodically reviewed according to university policies in HR-23. This is a multi-level review process conducted in the 2nd, 4th, and 6th year of service leading to the granting of tenure, typically in the 7th year. Tenured faculty are reviewed every 5 years as outlined in HR-40, Periodic Review of Faculty. A full review is conducted for promotion. The initial 2nd-, 4th-, and 6th-year reviews are conducted by a committee of peers within the School of Music. Detailed procedures have been established to ensure a review that is both rigorous and unbiased. These procedures are detailed in the *School of Music Promotion and Tenure Guidelines*. It is pointed out that an extensive portfolio of materials is necessary for such reviews. Faculty members are urged to familiarize themselves with the expectations and time-lines and to seek advice from the Director and from senior members of the faculty in preparing materials.

6.3 Pre-Tenure Support Policies

It is the policy of the School of Music to support the professional productivity of its tenure-track faculty to a degree that is both practical and fair to all. Although this support may take a variety of forms, it is commonly given as travel funding and as release from the School's, the College's and the University's service committees for a specified period following the second-year review. As are appropriate and feasible, other arrangements may be possible. The specific plan for professional support should be developed in consultation with the director of the School and a written statement of the agreement should be filed and made available to the School's and the College's tenure committees. Following the specified period of support, faculty are expected to acknowledge the support and to provide a summary of their accomplishments in the annual activity report that is submitted to the director.

6.4 Post-Tenure Review

In compliance with HR-40, the College of the Arts and Architecture has devised policies for the periodic review of tenured faculty to supplement the annual review. This review will be based on performance in teaching, research, which includes creative and performing activity in the arts, and service. Each member of the faculty must demonstrate a career-long commitment to teaching, research, and service, though the characteristics of the contributions and the balance among them may change over the course of a career. For additional information on post-tenure review, refer to the College of the Arts and Architecture "Policy on Periodic Evaluation of Faculty Performance," which is available on the college website.

6.5 Appointments

The guidelines below elaborate on college guidelines for faculty search procedures, which are available through Human Resources. The director consults with faculty in the area of the appointment (as listed in section 3.4) regarding any new or replacement full-time faculty appointment (tenured, tenure-track, and multi-year fixed-term faculty), and in consultation with appropriate faculty, makes a formal request for such positions from the Dean of the College of Arts and Architecture. The formal request includes a position description, developed in consultation with appropriate faculty. The director appoints a search committee once approval has been given to conduct a search.

The search committee represents the faculty of the School in the search process; however, the search committee or the director may involve other School of Music faculty in identifying and recruiting a strong and diverse pool of candidates. Faculty who are not on the search committee may review candidate files as part of the initial screening process to provide feedback to the search committee and/or director; however, in order to ensure that university guidelines regarding screening processes are followed, faculty seeking access to confidential search materials should first confer with the director.

Following the evaluation of semifinalists and in accordance with college guidelines, the search committee will present the director with a list of finalists and a recommendation to invite candidates to campus for an interview. Once approval for interviews has been given by the dean,

the search committee chair in consultation with the director and with support from the administrative assistant to the director (1) contacts candidates to arrange for on-campus interviews, (2) arranges the schedule for such interviews, and (3) handles all correspondence with applicants relative to interviews. The director assures that the search is conducted in a manner concordant with affirmative action and equal opportunity policies and handles all negotiations with the leading candidate(s).

In addition to meetings with the search committee, director, and dean (or his/her designee), the campus interview shall provide opportunities for School of Music faculty, students and staff to participate in the interview. This is generally done through such activities as a group meeting with faculty, another with students (without faculty present), teaching demonstrations or master classes, performances, and presentations of research. Other activities that may be appropriate for some interviews include a tour of the library and/or meetings with the college associate deans and the director of the Institute for the Arts and Humanities.

In preparation for the interview, the notice of vacancy and CVs of finalists shall be made available to faculty, staff and students. Faculty who attend classes, master classes, meetings, and/or performances during the interview will be invited to complete a response form and will qualify themselves by indicating (through a checklist on the response form) their involvement in the search process. Student response forms will be available at interview events (performances, classes, meetings). Each search committee in consultation with the director will develop faculty and student response forms tailored to that search. The response forms will be confidential to the search committee and director and must be signed and returned to the search committee by a deadline indicated on the response form in order to be considered. Anonymous response forms will not be considered.

Fixed-term appointments may be made by the director in consultation with faculty in the area of appointment. Because of the short notice in filling some of these non-tenure eligible appointments, the interview process described above is not required; however, the director will consult with appropriate faculty, as time permits, prior to offering fixed-term appointments.

7. Academic Policies

7.1 Procedures for Curricular Changes

Proposals for curricular changes may be initiated at any time by any member of the faculty, or group of faculty. Curricular motions must first be approved by a vote of the faculty in the area (as defined in section 3.4 above) that is most directly related to the proposal, e.g., Strings, Winds & Percussion, Music Education, etc. Once the motion has been discussed and approved by the faculty of the area it is forwarded to the director who may request a meeting with the representative, coordinator, or area faculty to discuss the motion, particularly any budgetary, scheduling or facility implications of the proposal.

The motion is then forwarded to either the Undergraduate Committee or the Graduate Committee for further discussion. As part of the consideration of proposals, the appropriate committee shall provide a mechanism for the full faculty to be informed about the proposals. This normally will

involve an informational meeting(s) conducted by a member of the graduate or undergraduate committee and/or appropriate area coordinator.

Following these informational meetings, the graduate/undergraduate committee shall discuss the proposal and record their vote. The results of the vote and any concerns about the proposal are reported to the director and to the appropriate area representative. The faculty may at that point amend or withdraw the motion. If it is still supported by a majority of the area's faculty, the proposal may be presented to the faculty of the School during one of its meetings. A written summary of faculty discussions and the results of the committee vote should be presented to the faculty as part of the presentation of the motion. As with other motions that require a vote of the faculty, the motion (including the discussion summary) will be circulated among the faculty a minimum of one week prior to the meeting.

7.2 Faculty Absences

Faculty are expected to be responsible professionals, fulfilling all obligations for classes, lessons, rehearsals, auditions, committee meetings, and any other duties associated with their appointment. The schedule established by the university with regard to class meeting times, holidays, and beginning and ending of semesters is to be followed. When occasional professional duties necessitate a faculty member's absence from campus for a few days, the director should be notified and arrangements made for alternative learning experiences or make-up classes. The cancellation of classes for personal reasons, other than those relating to illness and family emergencies, is not permissible. More complete information on University policy on faculty absence can be found in HR-80 at <http://guru.psu.edu/policies/OHR/hr80.html>.

7.3 Diversity

The School of Music is committed to supporting the University's efforts to promote diversity among students, faculty and staff, and its policies relating to nondiscrimination and harassment. According to the University's policy AD-42:

“The Pennsylvania State University is committed to the policy that all persons shall have equal access to programs, facilities, admission and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities. It is the policy of the University to maintain an academic and work environment free of discrimination, including harassment. The Pennsylvania State University prohibits discrimination and harassment against any person because of age, ancestry, color, disability or handicap, national origin, race, religious creed, sex, sexual orientation or veteran status. Discrimination or harassment against faculty, staff or students will not be tolerated at The Pennsylvania State University.”

8. Adoption and Amendments to the Governance Document

Adoption of this governance document and any amendments to it require approval by a 2/3 majority of the voting faculty. The director/assistant director, any voting member of the faculty,

or a standing committee of the School of Music may request that the document be revised by submitting suggested changes to the Faculty Advisory Council. FAC will discuss the proposed change(s), soliciting feedback from the full faculty. Following this discussion, FAC will vote on the changes prior to forwarding a recommendation to the faculty for consideration at a faculty meeting.