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10 THE UNIVERSITY OF WISCONSIN-LA CROSSE
11 DEPARTMENT OF MUSIC
12 BYLAWS
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15 Adopted November 20, 2025
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I. The Department of Music

The Department of Music, also known as the Music Department, is an instructional unit within the School of Visual and Performing Arts (VPA), part of the College of Arts, Social Sciences and Humanities (CASSH) at the University of Wisconsin-La Crosse (UWL). These Bylaws were last updated and adopted on **November 20, 2025**, at a regularly scheduled department meeting.

II. Organization and Operation

The Department of Music Bylaws are reviewed annually by the department and recommended changes are incorporated, as necessary.

Department members are governed by six interdependent sets of regulations:

1. Federal and State laws and regulations;
2. UW System policies and rules;
3. UWL policies and rules;
4. College policies and rules;
5. Shared governance bylaws and policies for faculty and academic staff; and
6. Departmental bylaws.

A. Preamble

The Department of Music serves students enrolled in its programs as Majors or Minors and courses and activities for the University of Wisconsin-La Crosse. The Department also serves the community at large as a cultural center.

History of the Department of Music: The Department of Music at the University of Wisconsin-La Crosse started in the original La Crosse Normal School, founded in 1909. Founding members Thomas Annett and David Mewaldt constituted the entire faculty and taught classes in music and directed all ensembles. With the name changes from La Crosse State Teachers College in 1927 to Wisconsin State University-La Crosse in 1964 and then finally to the University of Wisconsin-La Crosse after the merger of all state universities in 1971, more faculty were added. All music classes and facilities were still in the old Main Hall building until the construction of the current Fine Arts building in 1974.

On October 3, 2023, the Center for the Arts was officially renamed the Truman T. Lowe Center for the Arts. Truman T. Lowe ('69) was a nationally renowned sculptor and educator raised in the Ho-Chunk community near Black River Falls, Wisconsin. The Lowe Center for the Arts is the first UWL building named after a person of color.

Mission statement: The primary objective of the Music Department is to deliver a curriculum appropriate for Music Majors and Minors and to provide courses for the general student population of the University. The Music Department is a member of the School of Visual and Performing Arts within College of Arts, Social Sciences and Humanities and is accredited by the National Association of Schools of Music (NASM).

Vision Statement: *“Creating Artistry and Musicianship within a Vibrant and Engaging Academic Community”*

B. Meeting Guidelines

1. Department meetings will be run according to the most recent edition of Robert's Rules of Order (<http://www.robertsrules.com>) and WI state opening meeting laws (https://www.doj.state.wi.us/sites/default/files/office-open-government/Resources/OML%20Guide_2024.pdf). (A summary is available at <https://www.wisconsin.edu/general-counsel/legal-topics/open-meetings-law/>). When the department moves to close a meeting, they must do so by citing the proper statute (Section 19.85 in the Wisconsin Statutes).
2. Department meetings will be held regularly during the academic year and when necessary, during summer or breaks. The Chair will send out a schedule with the

meeting dates for the semester the week before the semester begins. A meeting agenda will be provided no later than 24 hours before the meeting when possible.

3. Minutes will be recorded by a voting member or the departmental ADA and distributed promptly to department members. Copies of the minutes of department meetings and committee meetings shall be archived in a secure digital location by the department. Minutes from closed meetings will be taken by the Department Chair and available within one week of the proceedings.

C. Definitions of Membership & Voting Procedures

The Department of Music membership will consist of all full-time faculty and academic staff. "Membership" refers to the right to attend and participate in discussions at the department meetings. Any individual with tenure or a full-time contract with the department has departmental membership. Departmental membership allows an individual to be eligible for departmental allowances like travel money and determines an individual's home department in terms of signatures for activities.

Of particular importance, departmental membership determines the primary personnel review unit associated with annual review, retention, promotion, sabbatical, and post-tenure review, etc.

Membership is more stable and long-term than voting rights. Voting rights can vary based on by-laws determinations such as percent of instructional appointment.

Voting rights are reserved to all full-time faculty members starting immediately upon their employment and instructional academic staff with .50 FTE or higher appointment and have taught a full year or more. Exceptions to this rule will be indicated in these Bylaws relating to decisions on hiring, promotion, and retention where voting rights are governed by either a member's rank or tenure status. Unless specifically indicated otherwise, a simple majority of those voting carries the vote.

Voting will be done by voice vote or roll call unless a show of hands or secret ballot is requested or needed. Email voting can be used if it is unfeasible for the department to meet together physically. However, departments may wish to consider a higher quorum standard rather than a higher majority standard for personnel decisions. **Proxy voting is not allowed for any circumstance. However, members who join by teleconference and have heard all the deliberations are eligible to vote.** If a paper ballot is allowed, votes must be signed and kept securely for seven years.

Robert's Rules indicate that abstentions do not affect the voting outcome (they are non-votes). Late or non-received ballots, a non-response to a vote, or improperly marked ballots shall be treated the same as a non-vote and should not be counted in determining the vote. In addition, abstentions and blank votes are treated as non-votes and are ignored. For example, if 20 ballots were cast with 2 voting yes, 1 voting no, and 17 abstaining, the motion would pass. Abstention votes in retention, promotion, or tenure matters are discouraged except when a conflict of interest exists, or the voter has little or no knowledge of the person being considered.

Voting in closed session cannot be anonymous or secret. Any individual can request the vote and who voted which way (e.g., public record). Documentation is needed regarding the vote; however, "who voted how" need not be reflected in minutes if there is other

documentation that exists and can be accessed.

D. Definitions of Quorum and Majority

For meetings of the Department, a quorum is defined as the majority (greater than 50%) of the entire Department membership eligible to vote. For meetings of Committees, a quorum is defined as the majority of the constituted size of the committee or as instituted within these bylaws.

A quorum for the purpose of conducting business at any department meeting shall be a simple majority of the persons eligible to vote. For personnel meetings, a quorum is achieved with 2/3 of those eligible to vote.

E. Changing Bylaws

1. Amendments to Department Bylaws

- a. Proposals for amendments or additions to these Bylaws may be presented electronically for a first reading at any meeting of the Department of Music when a quorum is present, and adopted by a two-thirds majority vote of those present at the following Department meeting with a quorum.
- b. If substantive modifications to proposals to amend or add to the Bylaws arise:
 - they shall be presented and distributed to faculty;
 - they shall be included in the proposed amendment by obtaining a simple majority; and
 - if modifications to the proposed amendment are adopted, voting on the amended proposal shall be postponed until the next Department meeting. The Chairperson shall make the amended proposal the first order of business at the next Department meeting.

2. **Amendments to Departmental Policies:** Proposals for changes or additions to Department policies may be presented in writing for a first reading at any meeting of the Department of Music at which a quorum is present, and adopted by a simple majority vote of those present at the following Department meeting with a quorum.
3. Action to propose or adopt amendments is limited to the academic year: Any decision to alter Department bylaws or policies must be made during the official academic year (i.e., not during summer).
4. A faculty member who wishes to be reviewed under amended bylaws adopted after their hire should tell the chair the decision, who should inform the CASSH Dean and HR.

III. Faculty/Staff Responsibilities

A. Faculty

Faculty responsibilities are referenced in section IV of the Faculty Senate by-laws entitled "Responsibilities of Departments, Department Members and Department Chairpersons." A complete set of these by-laws are available at the Senate webpage under "[Senate Articles and By-laws](#)"

1. The responsibilities of the academic departments derive from Article VI of the *Articles of Faculty Organization* of the UWL Faculty Senate. In addition to teaching the discipline of Music in keeping with the curriculum created by the Department, these responsibilities include the following, which are each further specified in the *Articles of Faculty Organization*:
 - a. promoting scholarship and creative activities;
 - b. promoting the continued professional growth and development of its members by encouraging their participation in sabbatical leaves, developmental leaves, conferences, professional workshops and other similar programs;
 - c. utilizing the expertise and interest of its members to provide professional service;
 - d. advising students of academic program requirements and presenting the array of available career opportunities;
 - e. providing an internal governance structure in which the functions of the departmental can take place.
2. The Department of Music Faculty members will uphold the highest standards of professionalism, ethics, academic integrity and collegiality.
3. Faculty Workload Policy
 - a. Individual workload is a collaborative decision determined by the faculty and department chair. Accountability for that determination shall rest with the department chair as approved by the CASSH Dean.
 - b. All tenured and probationary faculty of the Music Department shall teach a workload of 12 classroom contact hours per semester.
 - c. Determination of classroom contact hours follows the recommended Faculty Senate policy of 1 hour of instruction = 1 hour of contact load with exceptions noted below in Section C.

B. Instructional Academic Staff Responsibilities and Expectations

Requests for IAS hiring will be presented to the CASSH Dean. The request will indicate one of the standard titles from the teaching professor or clinical professor series and will outline specific duties including teaching and any additional workload. Total workload for IAS is defined as a standard minimum teaching load plus additional workload equivalency activities. See Faculty [Senate Articles, Bylaws and Policies](#).

1. Instructional Academic Staff responsibilities can include the following:
 - a. promoting scholarship and creative activities;
 - b. promoting the continued professional growth and development of its members by encouraging their participation in conferences, professional workshops and other similar programs;
 - c. utilizing the expertise and interest of its members to provide professional service;
 - d. advising students of academic program requirements and presenting the array of available career opportunities;

- e. providing an internal governance structure in which the functions of the departmental can take place.
- 2. The Department of Music IAS members will uphold the highest standards of professionalism, ethics, academic integrity and collegiality.
- 3. IAS Workload Policy
 - a. Individual workload is a collaborative decision determined by the IAS member and department chair. Accountability for that determination shall rest with the department chair as approved by the CASSH Dean.
 - b. The workload of full-time instructional academic staff in the Music Department shall be 15 classroom hours per semester or 12 classroom hours plus department and University service and scholarship activities.
 - c. Determination of classroom contact hours follows the recommended Faculty Senate policy of 1 hour of instruction = 1 hour of contact load with exceptions noted below in Section C.

C. Teaching Load Calculations

- 1. Applied lessons: 1.5 hours of instruction = 1 hour of contact load
 - a. *Full-time applied instructors* have the prerogative to offer longer lessons, as long as the longer lesson time is made available for all students, but the ratio of 3 students to 1 hour of contact load remains the same.
 - b. *Adjunct applied instructors* with fewer than 6 students can be compensated for 45-minute lessons if the longer lesson time is made available to all students and if the adjunct instructor does not teach a weekly studio class.
- 2. Studio classes: Applied instructors with 3-5 students will receive ½ hour load for studio class and 1 hour load for ≥ 6 students.
- 3. Recitals
 - a. Except in the jazz performance area, recital students enroll in MUA 300 and MUA 400 level courses simultaneously. The instructor will be assigned .66 load (.33 for each course) and the student will receive one-hour of lesson time in the recital semester.
 - b. Students performing a jazz-performance emphasis recital will register for one 400 level course for two credits (MUA 473) and the instructor receives .66 load for an hour lesson.
- 4. Ensemble rehearsals: Ensemble directors receive 1-hour load per hour of rehearsal time.
- 5. MUS 100/200/300/400 Screaming Eagles Marching Band: Director receives 6 hours load.
- 6. Student teaching supervision: .33 instructional load per student
- 7. MUS 161 (Small Ensemble course number)
 - a. As our accrediting body, NASM (National Association of Schools of Music),

expectations are that students participate in both large and small ensembles, and that, specifically for music education majors, ensemble experiences should be varied in both size and nature. With that in mind, the Department of Music is committed to offering a variety of small ensembles under course number MUS 161.

- b. Faculty members overseeing each MUS 161 group of students with >3 students enrolled will receive an hour load per semester.

8. Upper-division electives

- a. Upper-division electives with <6 students will be awarded instructional load of .33 per student.
- b. Upper-division electives that have a field experience attached to the lab (4-credit course) and have <6 students enrolled will receive 2-hours load for the course plus .33/student enrolled.

- 9. MUS 480 (independent study projects) will receive no instructional load.

D. Course Scheduling and Faculty workload

- 1. All academic courses are taught in rotation, usually in 4-semester rotation.
- 2. Core courses must be taught in rotation regardless of the enrollment and usually taught annually.
- 3. Any required courses (such as WW Tech for Music Education majors) must be taught in rotation regardless of the enrollment. Instructional load will be determined by the Chair and in consultation with the CASSH Dean.
- 4. Workload determinations are subject to review/approval by the CASSH Dean.

E. Non-Instructional Academic Staff Responsibilities and Expectations

There are no Non-Instructional Academic Staff lines within the Department of Music.

F. Learning Environment Survey (LENS Policy)

The department follows the UWL Learning Environment Survey (LENS) policy and procedure available on the Faculty Senate webpage ([LENS Policy](#)). Results from student evaluation surveys, in the form of a LENS summary report (described in [LENS Policy Section 1.C.3](#)), are required for retention, tenure, post-tenure review, and promotion of tenure-track/tenured faculty and for renewal and promotion of Instructional Academic Staff. The LENS summary report contains student response frequencies for target responses to LENS items for courses taught within the last six semesters.

Probationary ranked faculty will be expected to provide the LENS summary reports since date of hire for retention and tenure decisions. LENS summary reports will be electronically accessible to personnel review committees who have been granted the authority to access them. Probationary-ranked faculty should consider including LENS summary reports as an appendix to Teaching and how to implement effective teaching improvements based on this data. LENS summary reports may be a good strategy to document effective teaching changes which are to be included in their DM Narrative, the Digital Measures Report, or both.

Transition from Student Evaluation of Instruction (SEI) to LENS: UWL's approach to

gathering student evaluations changed in Fall 2023. As such, during the transition years, any personnel review that requires submission of student evaluations will include data from two student evaluation systems: SEI (as guided by earlier policies) for review periods through Summer 2023 and LENS (as guided by current policy) for review periods beginning Fall 2023.

The Department of Music collects the LENS data every semester for all courses listed in WINGS. Individual instructor LENS data is confidential and is only made available to the instructors and the Chair. Committees overseeing personnel review processes as stated in these bylaws should value the reporting of effective teaching improvements driven by an instructor's LENS data and documented in the DM Report. Thus, the LENS summary report data can be considered for merit (annual review), promotion, retention and tenure decisions and for review of IAS (instructional academic staff).

Instructors will receive a full LENS report for all classes, but the LENS summary report, since it is used for personnel decisions, will not include data for any course in which there are fewer than five respondents. Likewise, LENS data in courses taught during a summer session, January intersession, May-term intersession, or courses taught off-campus will not be used for purposes of performance evaluation or for merit pay considerations.

Instructors may request paper evaluations for courses that have a large percentage of non-student participants. The registered students' data will be considered with the non-student participants. These non-student evaluations should be reported as an Appendix under "Teaching" and results may be considered for documenting improvements in teaching.

IV. Merit Evaluation (Annual Review)

The results of annual reviews for all ranked faculty and base budget ("Redbooked") IAS who have completed at least one academic year at UW-L are due to the CASSH Dean's Office no later than October 1 annually. All faculty and Redbooked IAS have a June 1st deadline for entering teaching, scholarship, and service activities into the electronic portfolios system (Digital Measures) on activities from the prior year June 1st through May 31st.

A. Evaluation Processes and Criteria

Consistent with UWS 3.05 and UWL 3.05, the performance of all ranked faculty and Redbooked IAS in the Music Department will be reviewed annually. Areas to be evaluated include teaching, service and scholarship as described in the Merit criteria offered as guidelines in Appendix B.

Each full-time member of the Department will submit an Annual Review report run on Digital Measures (DM) on June 1 for the previous academic year. The DM report will document the faculty member's activities of Teaching, Scholarship/Creative Activity and Service of the prior year (consult the criteria in Appendix B).

Purpose: The annual review (Merit Evaluation) provides constructive feedback to guide the professional development needed to support the program, department, college and University. The materials used in the annual review (Merit Evaluation) process are also used in the determination of retention, tenure, promotion, and post-tenure review as well as the development of the departmental annual report, Academic Program Reviews, and accreditation reviews.

1. Faculty

Reassigned duties outside of the department should be evaluated annually by the appropriate supervisor for the purposes of within department personnel processes (such as merit and post tenure review), and a letter is placed in their file.

2. IAS

Instructional Academic Staff who are in permanent budget lines (aka “Redbooked” 102 or Growth, Quality and Access) are automatically eligible for state pay plan increases. To be eligible for pay plan, a Redbooked IAS instructor must have been found to have “met expectations.” An IAS instructor can be found to have met expectations through departmental merit processes or other department or chair-based review. If a merit review is used, being found “meritorious” or higher is considered to have “met expectations.”

B. Merit Eligibility

Any faculty member (unless in their first semester) is encouraged to submit a merit report. As described in procedures below, the report will use *Digital Measures* format (DM).

Faculty may include a one-page narrative to highlight evidence cited in the DM report.

C. Categories of Merit Evaluation

No Merit—Faculty who choose not to participate in the merit process and do not complete the Merit Report via Digital Measures.

Merit—Faculty who complete and submit the Merit Report and meet expectations by providing evidence in the areas of teaching, scholarship/creative activity and service in the DM Report.

Evidence in DM report includes hyperlinks to at least one syllabus for each course (not each section or term for the current academic year); hyperlinks to evidence of scholarly activities associated with the specific entry (e.g., publication, grant, exhibition, etc.); hyperlinks for service are not required.

High Merit—The Merit Evaluation Committee deems the DM report as “outstanding” in teaching and one other category (i.e., scholarship/creative endeavors or service).

D. Merit Evaluation Committee

The Merit Evaluation committee will consist of three faculty or IAS members with voting privileges (.5 FTE or higher) chosen through rotation. In the case of two eligible faculty members who are married or otherwise related, one or both may be eligible for merit but neither can participate in the Merit Evaluation committee review if one or both are part of the evaluation process that year. Faculty or IAS who have been non-retained may not serve on the merit evaluation committee.

E. Merit Evaluation Process

The Department Chair will post all the DM reports to a One Drive Folder no later than the first Friday of fall semester in order to keep with the deadlines given by the Provost, making it accessible to the Merit Committee. The Department Chair will email the committee with the charge of the committee, the deadlines for submitting scores and the link to the One Drive Folder.

Merit committee members will review these reports for faculty and IAS in the areas of

Teaching, Scholarship/Creative Activity and Service using the Merit Form provided in Appendix E. For each category, the Merit committee member will assign either 1 point for “meets expectations” or 2 points for “exceeds expectations.” A 0 (zero) assigned to any category will mean that the faculty or IAS member did not provide evidence as defined by the criteria in Appendix B and/or the faculty member under review did not submit an annual merit report.

The Department Chair will communicate only the non-meritorious results to the individual faculty members. Appeals to these results are defined under III. H. Appeal.

The Department Chair will not serve as chair of the Merit Committee.

F. Instructional Academic Staff Merit

The annual evaluation (Merit) process for continuing full-time instructional academic staff is like that of faculty. The expectations, areas of responsibility and their relative importance will be communicated to continuing academic staff in their contract.

G. Appeal

Merit evaluations may be reconsidered by the Merit Evaluation committee upon receipt in writing of a request for a hearing. The request for reconsideration must be submitted to the department chair within seven calendar days of notification of the merit evaluation results. The request must include the reasons for the hearing. Reasons and discussion during the hearing must be restricted to information contained in the merit evaluation form and the merit application form.

Action of the Merit Evaluation Committee on any appeal is considered final within the department. Mechanisms for further appeal beyond the Department level are established on this campus and may be found in UW System Administrative Code, UWL Faculty and Academic Staff Handbook and the UW- L Faculty and Academic Staff Handbook and the UW-L Faculty Personnel Rules.

The faculty member shall have all the rights of appeal as outlined in the Faculty Personnel Rules (UWS 3.06 - 3.11 and UWL 3.06 -3.08) (cf.

<https://www.uwlax.edu/globalassets/committees/faculty-senate/20211004-policies-fs.pdf>

V. Faculty Personnel Review

The department will follow the policies regarding retention and tenure described in the Faculty Personnel Rules (UWS 3.06 - 3.11 and UWL 3.06 -3.08 <https://www.uwlax.edu/human-resources/employees/current/employee-handbook/>

Tenure/retention decisions will be guided by the criteria established in the bylaws at the time of hire unless a candidate elects to be considered under newer guidelines. The criteria outlined in Section IV. A & IV. B. "Faculty Personnel Review" in these bylaws should be applied to faculty with a contract date after bylaws were approved. Faculty desiring to be considered under a newer set of bylaws must communicate so in writing to the CASSH Dean.

The department will follow policies guiding part-time appointments for faculty and tenure clock stoppage available on the Human Resources <https://www.uwlax.edu/academic-affairs/retention-at-uwl/>

A. Retention/Tenure Review

1. Faculty under review prepare a Digital Measures Report related to their teaching, scholarship, and service activities extracted from his or her date of hire to date of review. Hyperlinked syllabi are required, and the candidate should provide additional evidence. Expectations for the Faculty Retention Review can be found at the Provost's [website](#). Process and samples for candidates can also be found at the Provost's [website](#).

Narratives are part of the Digital Measures report. While the maximum number of pages for a narrative is seven pages (plus an additional page for an abstract), 2nd-year retention hearings should prepare no more than 3 pages, and 4th-year retention hearing should prepare no more than 5 pages. Promotional and Retention hearings can prepare the maximum number of pages as it applies. Additional guidance regarding narrative can be found at [GUIDE TO FACULTY PROMOTIONS AND PORTFOLIO DEVELOPMENT AT UW-LA CROSSE](#).

Applied lessons and ensembles are academic courses. These courses include some unique elements that should be considered when evaluating teaching effectiveness—the one-on-one nature of applied lessons and the public performances of ensembles. Faculty should explain some of the inherent qualities of these experiences but also highlight unique experiences for any semester, such as a master class or premiere of a work.

Additional materials are required for departmental review and will be indicated in these bylaws. Please refer to **Appendix B: Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS**.

2. Departments will provide the following materials to the CASSH Dean:
 - a. Department letter of recommendation with vote;
 - b. Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution (last year for TAI was 2023)
 - c. the LENS summary report (which are only available after completing a full academic year), and the
 - d. Candidate Merit Rating Report.
3. The initial review of probationary faculty shall be conducted by the tenured faculty of the appropriate department in the manner outlined below.
4. Starting with tenured-track faculty hired effective Fall 2008, all first-year tenure-track faculty will be formally reviewed in the spring of their first year. A departmental letter will be filed with the CASSH Dean and HR. Formal reviews resulting in contract decisions will minimally occur for tenure-track faculty in their 2nd, 4th and 6th years. Tenure-track faculty members will be reviewed informally between the formal 2-, 4- and 6-year contract cycles by the RPT Committee and a letter to the probationary faculty member, the CASSH Dean and HR will be created stating the results and any performance concerns that may need to be addressed before the tenure decision occurs.

B. Tenure/Retention Review Procedures and Departmental Criteria Excerpted from The Faculty Handbook: F-2 Faculty Tenure

<https://www.uwlax.edu/academic-affairs/academic-department-handbook/>

The faculty members of UW System, which includes UW-L, are unique among state employees by reason of eligibility for tenure, the right to participate in institutional governance, and the protection afforded by academic freedom. Although faculty members are included in the state's civil service system, the terms and conditions of their appointments are governed by a legal framework that differs significantly from that applicable to other state civil service employees.

At public institutions, including the UW-L, tenure and related legal principles are often codified in statutes and administrative rules. Chapter 36 of the Wisconsin Statutes creates the UW System and the legal framework for faculty tenure and governance. Section 36.13, Wis. Stats., defines faculty appointments and outlines the procedures for achieving tenure.

Section 36.09(3), Wis. Stats., establishes the principle of shared university governance: the faculty of each institution-subject to the responsibilities and powers of the Board of Regents, the President of the System and the Chancellor-have the right to participate actively in the development of institutional policy and have the primary responsibility for educational and personnel matters, including tenure decisions. Administrative rules adopted by the Board of Regents, and institutional policies and procedures developed at each campus and approved by the Board, further implement these statutory provisions.

Once granted tenure, a faculty member may be dismissed only by the Board, and only for just cause, after due notice and hearing.

1. Timetable

- a. A call for review materials and written notice of the date and time of the Retention Hearing shall be communicated to each person eligible for tenure in accordance with university policy. Personnel Calendars will be distributed by the Provost Office in August for the upcoming year. Following the dates provided by the Provost's office, the Department Chair will formally email the candidate with the information of the timeline for review materials, peer evaluation of teaching meeting and the retention hearing.

- b. Peer Evaluation of Teaching Committee

A committee of three tenured faculty members will be the evaluative committee for each probationary faculty member under review. The probationary faculty member will choose a tenured faculty member to serve as chair of the Evaluative Committee. The Department Chair will appoint the remaining two additional tenured faculty members to the candidate's committee. If there are not three tenured faculty members available in the department, the Department Chair, in consultation with the CASSH Dean, will appoint a tenured faculty member outside of the department to serve on the PET Committee.

*Each Evaluative Committee member will complete **at least one classroom evaluation annually**, with each PET member observing no fewer than two classroom observations for the 2-year period under review.* These visits must be completed prior to the PET meeting. Classroom observations shall be coordinated between members of the peer evaluation committee and the probationary faculty member in a timely manner.

Written observations in the classroom shall include, but not be limited to:

- i. Evidenced knowledge of subject matter;
- ii. Quality of the instructor's preparation;
- iii. Quality of the instructor's presentation;
- iv. The ability of the instructor to express ideas;
- v. The quality of the completed assignments and engagement of students.

Additionally, each PET Committee member will review the syllabi for those classroom observations made during the same 2-year period under review.

Review of syllabi shall include, but not be limited to:

- i. Adherence to expectations set forth in Faculty Senate Policy;
- ii. Clear and fair expectations of assignments and grading policies;
- iii. Published calendar with assignment dates.

The chair of the PET Committee will collect all the teaching observations and feedback, and provide a written summary of the teaching evaluations to the probationary faculty member under review and the entire PET Committee. At this meeting, the written summary will serve as a point of discussion to support the probationary faculty member to continue to improve teaching as well as materials being prepared for the retention/tenure hearing.

The committee shall meet with the instructor at least two weeks prior to the candidate's *retention/tenure* Hearing.

2. Materials for Review

The tenured faculty of the Department of Music (Retention, Promotion & Tenure Committee which will be identified as the RPT Committee) shall review materials prepared for and/or by every department member identified for review as a probationary faculty member to make recommendations concerning successive *retention or tenure*.

The probationary faculty member shall provide all materials (electronically using Digital Measures) no fewer than 7 working days prior to the retention hearing. Materials should be submitted and address the department's standards under the categories of Teaching, Scholarship, Research and Creative Activity and Service for the period of review (**consult Appendix B: Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS**).

The retention review process reflects the university's tenure and promotion procedures. This is an evidence-based process that requires careful documentation including:

- a. Regular entry and update of data in the Digital Measures Portfolio.
- b. Maintaining a file of copies of original supporting documents that can be uploaded as evidence of achievements in teaching, scholarship, and service, and

For the final retention hearing, or a promotion hearing, the candidate for retention will prepare a three-part Retention Narrative consisting of no more than seven single-spaced pages (or 4,000 words) that includes the Report on Teaching Effectiveness (3 pages or 1,500 words), the Report on Scholarship (2 pages or 1,000 words), and the Report on

Professional and Public Service (2 pages or 1,000 words). A brief cover letter (1 page or less, 500 words) may be appended summarizing key parts of the Retention Report. As stated above, 2nd-year and 4th-year probationary candidates should prepare fewer pages for the narrative.

Faculty who have had administrative responsibilities should also note that section 5.1.5 of the [Guide to Faculty Promotions and Portfolio Development at UW-La Crosse](#) delineates additional material that may be submitted should the candidate have had Reassigned Time outside of traditional expectations of faculty responsibility. Faculty tasked with departmental, college, or university administrative responsibilities will additionally complete a 1-page (500 words) narrative assessing their work and attach a position description. The total length of the Retention Report may thus be up to 9 single-spaced pages, 1" margins, 12-point font.

The following should be included in the review materials (please use Appendix B as your guideline):

- a. Teaching (address the current period of review) Courses taught, Teaching/curriculum and Innovations;
- b. Professional Development Activities addressing teaching;
- c. Scholarship/Research or Creative Activity include Publications and Performances (*ensemble concerts regularly scheduled for the course requirement should be listed under teaching*);
- d. Funded Grants (external vs. internal);
- e. Service (department, College, University, Professional/Community);
- f. Recruiting (in some cases).

In addition to the electronic materials, the following materials will be submitted to the RPT committee:

- a. The TAI (Teaching Assignment Form) for the current period of review. While the TAI was only administered until Spring 2023, the Provost's office still requires the information in this form.
- b. LENS Summary Report
- c. The Candidate Merit Rating Report.
- d. The written report from the Peer Evaluation on teaching (this letter is not to be forwarded to the CASSH Dean).

The department shall formulate clearly stated written criteria describing what constitutes satisfactory performance in teaching, scholarship, and service. Since position descriptions differ between Music faculty members, i.e. organization directors and teaching faculty members, a specific list of criteria and categories are included in the department bylaws Addendum. Please refer to **Appendix B: Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS.**

3. Tenure/Retention Review Hearing

- a. The Department Chair shall preside at the **retention/tenure** hearing. Each

probationary faculty will make a brief, formal presentation. Following a discussion/interview with the candidate, he or she shall be excused from the formal voting process. The Department Chair will record a *official vote* regarding the recommendation for *retention/tenure* to be included in the letter sent to the CASSH Dean.

- b. The recommendation shall be based on a majority vote.
- c. If the vote's result is not in favor of retention/tenure of the candidate, a record of reasons for the decision shall be made prior to adjournment.
- d. The Department Chair will submit the following [information as outlined by the Provost](#), including the following:
 - i. Department letter of recommendation
 - ii. DM Report from date of hire
 - iii. DM Annual Report from past year
 - iv. TAI form covering from date of hire with LENS summary report data included
 - v. Candidate Merit Rating Report (since date of hire)
 - vi. Descriptions of the merit procedures and departmental definition of scholarship

4. Tenure/Retention Decision Notification

- a. In accordance with UWS 3.05 and UWL 10.03, the probationary faculty member will be given the results of the vote within 7 working days of the Retention Hearing.
- b. Notification of the Committee's decision will be reported to the CASSH Dean of the College and other appropriate offices. This will include a formal letter from the Department Chair and include the numerical vote and comments regarding teaching, scholarship and service of the probationary candidate, along with any recommendations for future retention hearings.
- c. The RPT Committee will supply the approved candidate with necessary support for the university tenure committee. Faculty will be formally reviewed in the spring of their first year. A departmental letter will be filed with the CASSH Dean and HR. Formal reviews resulting in contract decisions will minimally occur for tenure-track faculty in their 2nd, 4th and 6th years.
- d. In the case of non-retention or a non-tenure decision the faculty member shall have all the rights of appeal as outlined in the Faculty Personnel Rules (UWS 3.06 - 3.11 and UWL 3.06 -3.08) (cf. <https://www.uwlax.edu/faculty-senate/committees/faculty-committees/hearing/> UW-L Handbook Section F-2 Faculty Tenure).

C. Post-Tenure Review

1. Purpose

The purpose of tenured faculty review and development is to encourage and support the

meaningful growth and development of tenured faculty in ways that positively contribute to the goals of the university, the college, and the department. To accomplish this purpose, the activities and performance of each tenured member of the Music Department will be reviewed, in a 5-year cycle established by the time of tenure. The Department will follow the policies and procedures established by Human Resources and posted at Academic Affairs: [Post tenure review policy](#).

2. The Post-Tenure Review Committee

The Post-Tenure Review Committee will consist of all tenured faculty members from the Department of Music. The Music Department Chair is the committee chair unless the Chair is tenured outside the Music Department or is being reviewed or needs to recuse themselves via UWL's nepotism policy. The Committee is charged with implementing the university's policy aimed at contributing to the faculty growth and development. In the case that there are not enough tenured faculty to form a committee the Chair in consultation with the CASSH Dean and the faculty member meet to select outside members for the committee. Teaching, scholarship, and service will be evaluated, and the results may be used to facilitate and enhance faculty development.

The faculty member under review will be notified at least 21 days prior to the review date and must submit review materials at least 7 days before that. The meeting should be in closed session with appropriate open meetings law notifications. The faculty member being reviewed can be present for the meeting. If multiple faculty are being reviewed on the same date each meeting should be separated by a minimum of 15 minutes and each meeting should have its own notification. The meeting will move into closed session under WI statute 19.85(I) before voting.

3. Review Materials and Criteria

The faculty member under review will provide the committee with a 5-year annual activity report with hyperlinks in Digital Measures (DM).

Seven calendar days prior to the committee meeting, the faculty member under consideration for post-tenure review needs to provide to the committee via its chair, at minimum an electronic report from the electronic faculty activity portfolio system (e.g., annual activity report with hyperlinks) drawn from the last date of tenure (use January 1 of the tenure year if first post-tenure review) or last post-tenure review to the date of the committee review, and the faculty member must ensure that the report is up-to-date on 5 years of activities and includes the following materials:

- a. hyperlinks to at least one syllabus for each course (not each section of each course, or each term of each course) taught in the past five years
- b. hyperlinks to evidence of scholarly activities associated with the specific entry (e.g., publication, grant, exhibition, presentation)
- c. hyperlinks for service are not required

Seven calendar days prior to the committee meeting, the Department Chair must provide a LENS summary report data for each semester being evaluated to the committee faculty.

The Chair will provide the committee with a 5-year TAI and LESN Summary. For SOE

affiliated faculty the SOE Dean receives a copy of the review documents at the same time as the CASSH Dean. The department shall use the review criteria listed below describing satisfactory performance in teaching, scholarship, and service. Since position descriptions differ between Music faculty members (i.e. organization directors, academic faculty members, applied instructors, etc.) a specific list of expectations are included in the department bylaws **Appendix B: Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS**. Each category of the report is reviewed and discussed by the committee.

4. Post-Tenure Review Categorization

After moving to close the meeting following the proper state statute WI Statute 19.85(1)(c) for personnel review, the departmental post-tenure review committee will consider a motion regarding the faculty member under post-tenure review meeting or not meeting expectations. A majority vote (as defined by departmental by-laws) is needed for the motion to pass. The motion and the numerical results of the vote should be indicated in the minutes and the letter to the CASSH Dean.

Depending on the result of the department vote, the faculty member will be considered to be in one of the following two categories:

- a. **Meets expectations.** This category is awarded to those tenured faculty members whose performance reflects the expected level of accomplishment based on departmental bylaws.
- b. **Does not meet expectations.** This category is assigned to those tenured faculty members whose performance reflects a level of accomplishment below the expected departmental level and which requires correction. All reviews resulting in “does not meet expectations,” unless overturned upon further review, will result in a remediation plan as described below.

2. Results and Reporting

The committee reports on performance in each of the three areas of Teaching, Scholarship and Service. The department may also draw on foundational expectations related to professional ethics. In the case of SOE affiliated faculty the SOE Dean provides input via an evaluative letter.

The results of the Post-Tenure Review Committee will be sent to the CASSH Dean (and SOE Dean) within 14 calendar days but no later than December 15. Result letters must include the date of the vote and numerical results of the vote that clearly indicate that the faculty member meets or does not meet expectations. Result letters must include the names of all the tenured faculty members who voted and the committee chair’s signature. The result letters also include clear consensus points on strengths or deficiencies in each area that are the basis of the determination.

Remediation Plan

If a significant performance deficiency is identified the faculty member will be asked to develop a plan, based upon departmental criteria, to overcome areas of concern within a reasonable time. Each following year, the results of the post tenure review(s), and any correction plans, will be forwarded to the CASSH Dean and faculty under review. The

department forwards DM portfolio, TAI and LENS summary report data along with the letter to Dean(s).

D. Faculty Promotion Procedures

The department will follow the guidelines and schedules regarding faculty promotion available at <https://www.uwlax.edu/academic-affairs/provost-promotion-resources/> (see Promotion Procedure Schedule)

***Excerpted From Faculty Handbook - F-1 Faculty Promotion**

Annual evaluations of faculty members for promotion are based upon standards and guidelines adopted by the Board of Regents and UW-L Faculty Senate. These standards and guidelines have established minimum educational and experience standard for promotion. Promotion is not automatic once these minimums have been attained. The annual evaluation process serves as the basis for the improvement of instruction and other assigned duties as well as a basis for making promotion recommendations. Areas and criteria for evaluation shall include teaching, research, professional and public service and contributions to UW-L. The method of evaluation of teaching will include both student and peer evaluations. Evaluation of research, professional and public service and contributions to UW-L will be accomplished by peer evaluation.

1. The Promotion Committee

The promotion committee shall consist of tenured faculty at the current rank or above the candidate's rank being considered. In cases where a committee consists of fewer than three faculty members, the Music Department Chair shall work with the CASSH Dean to establish an appropriate committee using these guidelines. Early in the fall semester the Department Chair shall convene the Promotion Committee(s), as needed. At its first meeting, each Committee shall elect a Chair (who may be the Department Chair) for a one-year term by a simple majority vote and establish the date of the promotion consideration meeting.

2. Review Process

a. Eligibility

Before the end of the spring semester a list of all faculty who meet the minimum University eligibility requirements for promotion in the coming academic year will be distributed by the Dean, Provost, and/or HR. to Department Chairs. The Chair will review these lists for accuracy. The names of those individuals on the list who meet the minimum Department criteria for promotion will be forwarded to the Chair(s) of the Promotion Committee(s). At this time the Department Chair will notify faculty members who are eligible for promotion of their status, University and Departmental regulations on promotion, provisions of the Wisconsin Open Meetings Law, and the date of the promotion consideration meeting (which will be at least 20 days hence.) Faculty who are eligible and wish to be considered for promotion must notify the Chair, by the 30th of September, of their intention to apply for promotion. The candidate shall submit for consideration a completed Faculty Promotion Evaluation Report and vita and all necessary promotion materials via Digital Measures to the Department Chair according to the guidelines of the Joint Promotion Committee (<https://www.uwlax.edu/academic-affairs/provost-promotion-resources/>) _see A Guide

to Faculty Promotions and Portfolio Development at UW –La Crosse).

b. Committee, Meeting & Voting

The Department Chair will forward the Promotion Evaluation Report and student evaluation information to the Promotion Committee members before the consideration meeting date. Faculty may submit other written materials or make an oral presentation at the consideration meeting. The requirements of the Wisconsin Open Meeting Law shall apply to this meeting. After discussion of a candidate's performance with respect to the criteria below, votes will be cast by a show of hands on a separate motion to promote each candidate. At least a two-thirds majority is necessary for a positive promotion recommendation. The results of the vote will be recorded by the committee Chair and entered on the committee's portion of the Faculty Promotion Evaluation Form. The committee will prepare written reasons for each of its recommendations and list the candidates recommended for promotion to a given rank.

c. Recommendation Decisions

Within 7 days of the promotion consideration meeting, the Department Chair will notify each candidate of the committee's recommendation. For positive recommendations, the committee Chair will include a letter of recommendation on behalf of the committee as part of the Faculty Promotion Evaluation Form. With these materials, the Department Chair will also transmit, in writing, a recommendation to the CASSH Dean. A copy of this letter will be provided to the candidate as least one day prior to the submission of the promotion file to the CASSH Dean.

3. Promotion Criteria

To be considered for promotion to a higher rank, faculty must meet the minimum University criteria as stated in the Employee Handbook and the Department of Music Promotion Criteria for Tenure-Track Faculty found in Appendix A.

The department shall formulate clearly stated written criteria describing what constitutes satisfactory performance in teaching, scholarship, and service. Since position descriptions differ between Music faculty members (i.e. organization directors, academic faculty members, applied instructors, etc.) a specific list of criteria and categories are included in the department bylaws **Appendices A** (Promotion Criteria for Tenure-track Faculty), **B** (Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS), and **C** (Statement on School of Education Affiliated Faculty Teaching, Scholarship, and Service Expectations).

a. Associate Professor: The candidate must provide evidence of teaching excellence and the establishment of a program of scholarship and creative work. Evidence of teaching excellence shall include the results of self, peer and student evaluations of instruction. Scholarship shall be consistent with the Department's definition of scholarship and creative activity. The candidate must also be a contributing member of the department who participates in university and professional services. See department of music faculty review and promotion criteria in the appendices.

b. Professor: The candidate must show evidence of continued excellence in teaching, significant scholarly productivity and substantial service activity. Continued teaching

excellence is measured by the results of self, peer, and student evaluations. Significant scholarly/creative productivity is judged by the quality and quantity of presentations, creative activities, publications, and grant acquisitions. Substantial service activity will include service to the Department, the institution, and the profession. A candidate for Full Professor must also have a leadership role in enhancing curriculum, provide strong leadership in department review and is well respected at school and college level for university and professional service. See department of music faculty review and promotion criteria in the appendices.

4. Appeals Process

Candidates who are not recommended for promotion may request the reasons for the non-promotion recommendation. This request must be submitted in writing to the Department Chair within seven days of the notice of the Committee's recommendation. Within two weeks of receiving the written reasons, the candidate may request, by writing to the Department Chair, reconsideration by the Promotion Committee. The faculty member will be allowed an opportunity to respond to the written reasons using written or oral evidence and witnesses at the reconsideration meeting. Written notice of the reconsideration decision shall be forwarded to the CASH Dean within seven days of the reconsideration meeting. The faculty member shall have all the rights of appeal as outlined in the Faculty Personnel Rules (UWS 3.06 - 3.11 and UWL 3.06 - 3.08) (cf. <https://www.uwlax.edu/faculty-senate/committees/faculty-committees/promotion-review/>)

VI. Instructional Academic Staff Review

A. Annual Review

In accordance with Faculty Personnel rules UWS 3.05-3.11 and UWL 3.08, academic staff will be evaluated annually. <https://www.uwlax.edu/academic-affairs/resources/facultyias/>

1. Procedures and Criteria for Evaluating Instructional Academic Staff

Summative evaluation of instructional academic staff (IAS) is based primarily upon the quality of his or her teaching record. The Personnel Committee will be comprised of members of the Retention, Promotion and Tenure Committee and other full-time IAS designated Senior Teaching professor.

- a. Annually, during the spring semester, the Chair will notify each IAS member of the scheduled review meeting at least twenty days in advance of the meeting. Each IAS member will have no fewer than seven working days prior to such meeting to prepare and submit the DM report to the Chair.
- b. The annual review materials will consist of a Digital Measures Activity Report and LENS summary report data. Considerations for the annual review will include, but not limited to the following:
 - Student Survey on Instruction (LENS)
 - Syllabi
 - Learning Outcomes

- 831 • Course-based Assessment Participation
- 832 • Peer Evaluation
- 833 • IAS Self-reflection/Teaching Philosophy
- 834 c. The department shall formulate clearly stated written criteria describing what
- 835 constitutes satisfactory performance in teaching, scholarship, and service. Since
- 836 position descriptions differ between Music faculty members, i.e. organization
- 837 directors and teaching faculty members, a specific list of criteria and categories
- 838 are included in the department bylaws Addendum. Please refer to **Appendix B:**
- 839 Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and
- 840 IAS.
- 841 d. Policies and procedure guiding promotion for IAS are available at and will
- 842 include items referring to teaching, scholarship and service.
- 843 e. All RPT Committee members will have a chance to review these materials and
- 844 express any concerns or recommendations at the review meeting.
- 845 f. All first-year IAS with an annual contract will be given a formative mid-year
- 846 evaluation of all courses completed by a Peer Review Committee, including the
- 847 Department Chair and two appointed RPT Committee members. Mid- semester
- 848 evaluation materials will include a one-page summary for the IAS under review
- 849 (this summary should address material specified by the Peer Review Committee),
- 850 and a summary of peer observations made by the Peer Review Committee. The
- 851 peer teaching observations will include at least one observation for each course
- 852 being taught during the current semester.
- 853 Continuing IAS with fewer than 6 year's-experience will be observed in at least
- 854 one course annually and the teaching observation summary must be submitted
- 855 along with other materials placed on the Department's Personnel website no fewer
- 856 than twenty days prior to the scheduled review meeting.
- 857 g. An IAS who has completed 6 years-service with a 100% appointment will no
- 858 longer be reviewed by the RPT Committee but will be reviewed annually by the
- 859 Department Chair.
- 860 h. Appeal of a review decision may be reconsidered by the RPT Committee (defined
- 861 in VI.A.) upon receipt in writing of a request for a hearing. The request for
- 862 reconsideration must be submitted to the department chairperson within seven
- 863 calendar days of notification of the results. The request must include the reasons
- 864 for the hearing. Reasons and discussion during the hearing must be restricted to
- 865 information contained in the materials provided for the annual review listed in
- 866 VI.A.2 and the Peer Review Committee.
- 867 E. Action of the RPT Committee on any appeal is considered final within the department.
- 868 Mechanisms for further appeal beyond the department level are established on this campus
- 869 and may be found in UW System Administrative Code, the UWL Faculty and Academic
- 870 Staff Handbook and the UW-L Faculty Personnel Rules.
- 871 F. **Career Progression/Promotion**

872 Policies and procedure guiding career progression for IAS are available at [HR Policy: Guide to](#)
 873 Instructional Academic Staff Promotion

874 **1. Career Progression/Promotion Procedures**

875 IAS wishing to go through career progression will follow the guidelines and timetable
 876 found at the [HR Policy: Guide to Instructional Academic Staff Promotion](#). :

877 The Department will adhere to the Career Progression Deadlines:

First Friday of December	Career Progression Portfolio with Departmental Materials due to Deans from Department Chairs
First Friday of January	Career Progression Portfolio due to the Faculty Senate Office. (Portfolios held in Senate Office for review by committee members.)
First Friday of February	IASCPC recommendations due to the Provost Office. (Portfolios transferred to Human Resources.)
Within 14 days (about 2 weeks) of receiving IASCPC recommendations	Provost recommendations due to Human Resources
Within 7 days of receiving Provost decisions	Human Resources issues notification letters to all IAS applicants
July 1 of Next Academic Year	New Title takes Effect

878
 879 The IAS member will be notified no fewer than 20 days (about 3 weeks) in advance of
 880 the Career Progression review meeting and asked to prepare the portfolio for review using
 881 the Digital Measures reports. At least one week prior to the review the IAS member will
 882 provide the portfolio to the Department Chair who will upload it onto the Department
 883 Personnel CANVAS website. All committee members will review the portfolio prior to
 884 the meeting. The IAS member will be given an opportunity to provide additional oral or
 885 written support for the career progression prior to the meeting going into closed session.
 886 The IAS member will be notified within seven days of the results of the hearing. The
 887 Chair will be responsible for writing the letter of support and completing the departmental
 888 report that will accompany the candidate's portfolio that is sent to the CASSH Dean.

889 **2. Career Progression/Promotion Reconsideration**

890 The candidate can appeal against the decision of the IAS promotion committee by
 891 following a process like the policy established for Reconsideration of Promotion for
 892 ranked faculty.

893 Specifically, after receiving the Chair's notification, the career progression candidate will
 894 have 14 days (about 2 weeks) to request reconsideration. The Chair will then convene the
 895 Departmental PRT Committee to hear all relevant evidence to support promotion. The

candidate will have an opportunity to provide additional written or oral support relevant to promotion. The Personnel Committee will dismiss the appellant from the hearing room chambers and move into a closed session hearing to review all evidence pertinent to this petition. The Personnel Committee will then render its final decision on the appeal.

3. Career Progression Appeal Procedures

Each career progression candidate will have the right to appeal the Department's reconsideration decision to the Complaints, Grievance, Appeals and Academic Freedom Committee. Written notice of the reconsideration decision will be transmitted to the candidate and the CASSH Dean within seven (7) days.

VII. Governance

A. Department Chair

The duties and selection of the Chair are determined by the Articles of Faculty Organization as printed in the Faculty Handbook.

1. Election of Department Chair

The Chair is elected by the department members in February for a three-year term. All full-time faculty and IAS department members and IAS granted eligibility by action of the ranked faculty (see Music Department Bylaws Section I. C.) are eligible to vote. The CASSH Dean shall send out nominating ballots to all eligible to vote. Department members who are tenured on staff at UWL for 3 or more semesters and not on a terminal contract or temporary appointment are eligible to be chair. The eligible candidate who consents to serve and receives 60% of the ballots will be elected chair. If one candidate receives less than 60% there will be a runoff between the two people with the most nominations who have consented to run.

2. Responsibilities and Rights of the Department Chair

The Department Chair supervises or performs the following duties:

- a. Course scheduling and teaching assignments,
- b. Developing and implementing the curriculum,
- c. Preparing and monitoring the Department's operating budget,
- d. Textbook rental purchases,
- e. Assigning offices and space, and oversight of equipment and facilities,
- f. Point of contact for requests for use of Department facilities by entities outside the Department,
- g. Convening and presiding at regular and special meetings of the Department, and appointing faculty to Departmental committees,
- h. Evaluating the performance of faculty, academic staff, and classified personnel within the Department,
- i. Preparing the Department's annual report
- j. Department assessment and program review,

- k. Representing the Department in various university matters,
 - l. Hearing and responding to student concerns,
 - m. Coordinating and delegating duties related to Departmental participation in festivals and conferences as necessary, and
 - n. Providing other duties and services as appropriate or required.
- In addition, the handbook specifies that the Chair will assume a prominent role in creating a professional environment conducive to high morale and productivity in the Department.
- o. The Chair may delegate performance of the duties to committees or members of the department.
 - p. In compensation, the Chair receives a .5 reduction in load during the academic year and a fractional administrative summer appointment determined by the Dean of the College of Arts, Social Sciences and Humanities.

The department will adhere to the selection and duties of the Chair that are delineated in the Faculty Senate Policies <https://www.uwlax.edu/globalassets/committees/faculty-senate/20190611-policies-fs.pdf> under the heading "IV. Responsibilities of Departments, Department Members and Department Chairpersons," "V. The Selection of Department Chairpersons," and "VI. Remuneration of Department Chairpersons." In addition, references to chair-related duties are stated throughout the [Employee Handbook](#).

- 3. In February of the Chair's second year, the CASSH Dean's Office should administer a chair evaluation form to all departmental personnel with departmental voting privileges. The quantitative and qualitative results are tabulated by the Dean and a summary is sent to the Chair and all the potential respondents. The purpose of this evaluation is formative.

As of Summer 2015, the Provost has requested that all department chairs be formally reviewed at least once during each 3-year term. The review should involve feedback from the membership of the department and from the CASSH Dean. The format and timing of the review is up to each Dean. The review need not be associated with merit; however, each department should indicate how non- instructional assignments are reviewed.

4. Summer Administrative Duties

In the summer, the Department Chair receives a fractional appointment and is responsible for seeing department business as it comes up. The chair should appoint an interim chair if they are going to be away for more than three days and notify the Department and the CASSH Dean's office.

G. Standing Departmental Committees

1. Music Department Committee of the Whole

- a. Membership: Every Department member with voting privileges and one student representative serves on this committee.
- b. The music student elected by the majors and minors at the beginning of each

974 academic year will also serve on this committee but will not have voting
975 privileges.

976 c. Duties and Responsibilities: Work on Departmental functions

977 **2. Merit Committee** (See III. Merit Evaluation Committee/Annual Review)

978 a. Membership: Three faculty/IAS

979 b. Appointment: Annual rotation through department members with voting privileges
980 and must have completed one full year of employment at UWL. Order of faculty will be
981 maintained by the Department Chair. The rotation will shift by one person. Thus, each
982 staff member will traditionally hold a 3-year term on the Merit Committee.

983 c. Term: Academic year

984 d. Duties and Responsibilities:

985 i. Work with the Department Chair to determine a calendar for review, and
986 when scores must be submitted in the calendar year (Note: Results of
987 Merit for all staff are a required document for Retention Hearings held in
988 October and November). The Department Chair should work with the
989 ADA to provide a shared digital folder that includes all Annual Activities
990 Reports (run through Digital Measures) and scoring forms.

991 ii. Review and score merit materials of for all tenured, non-tenured and IAS
992 and non- tenured faculty using the Merit Scoring Form found in Appendix
993 E. Note that committee members do not review themselves.

994 iii. Submit scores anonymously to the Music Office by the date requested by
995 the Department chair.

996 iv. Update policies, procedures and bylaws as needed or charged by the
997 Department chair

998 v. Submit an end-of-the-year report including results of Merit, any voted
999 changes to policies, procedures and bylaws, and recommendations for next
1000 year's committee.

1001 **3. Retention, Promotion, Tenure Committee (RPT)**

1002 a. Membership: Tenured faculty

1003 b. Appointment: With tenure

1004 c. Term: Continuous

1005 d. Duties and Responsibilities:

1006 i. Attend all non-contract review meetings and retention hearings scheduled
1007 throughout the spring and fall semesters, respectively.

1008 ii. Review retention and tenure materials of non-tenured faculty prior to
1009 scheduled meetings

1010 iii. The committee votes and offers recommendations to the Department chair for
1011 inclusion in the subsequent letter to faculty member and to the CASSH Dean.

- iv. Three members of this committee will serve as the Peer Evaluation of Teaching Committee as defined in our Department Bylaws. Members shall abide by all expectations outlined in the Peer Evaluation of Teaching process as outlined under IV.B.1.b. of these Department Bylaws.
- v. Submit an end-of-the-year report including results of personnel meetings, any voted changes to policies, procedures and bylaws, and any proposed recommendations to policies, procedures and bylaws for next year's committee.

4. Curriculum Committee

- a. Membership: Minimum two faculty/IAS plus the staff member proposing new or revised curriculum. If this member is already on the Curriculum Committee, a 3rd ad-hoc member should be appointed by the Department Chair.
- b. Appointment: By Department Chair
- c. Term: Academic year (with at least one renewing member)
- d. Duties and Responsibilities:
 - i. Review Department's curriculum as appropriate
 - ii. Review and recommend all CIM forms to be submitted for Departmental approval
 - iii. Recommend new courses and courses for deletion from curriculum
 - iv. Coordinate course offerings from emphasis areas
 - v. Serve as the department's Grade Appeals Committee.
 - vi. Complete request to review the VPA page of the Resource Guide requested by Admissions
 - vii. Complete requests to review front pages of UWL Catalog editing required by Records & Registration
 - viii. Submit end-of-the-year report at the final Department meeting, including a summary of the approved curriculum changes by the Department for the current year (and consequently UCC), any voted changes to policies, procedures and bylaws, recommendations for changes to the Student Handbook and any proposed recommendations for next year's committee.

5. Recruiting/Scholarship/Auditions Committee

- a. Membership: Minimum three faculty/IAS representing various areas of the program plus the Department Chair
- b. Appointment: By Department Chair
- c. Term: Academic year
- d. Duties and Responsibilities:
 - i. Delegate responsibilities to other faculty/IAS (including adjunct) as warranted

- 1050 ii. Provide support and assistance to adjunct instructors in recruiting
- 1051 iii. Oversee and manage the online recruiting platform, including providing
- 1052 support and training of faculty/IAS (including adjunct) in use of the
- 1053 platform
- 1054 iv. Schedule Department's Campus Close Up representation
- 1055 v. Schedule staffing of the Department's booth at the Wisconsin State Music
- 1056 Conference
- 1057 vi. Schedule Department tours to prospective majors and minors
- 1058 vii. Schedule audition/scholarship dates for incoming students
- 1059 viii. Schedule scholarship dates for returning students and request audition poster
- 1060 be created by VPA Director and official summer staff personnel
- 1061 ix. Make recommendations for scholarship awards to the faculty
- 1062 x. Coordinate scheduled audition dates duties: send confirmation letters with
- 1063 necessary audition information, staff the welcome/information table, oversee
- 1064 in-person theory assessments, run performance auditions, coordinate student
- 1065 volunteers to assist with answering questions and offering tours of facilities,
- 1066 coordinate performance recordings and circulate to faculty for consideration
- 1067 xi. Submit end-of-the-year report at the final Department meeting, including a
- 1068 summary of the results of recruiting (total, how many won, how many lost,
- 1069 etc.), report of final scholarships, any voted changes to policies, procedures
- 1070 and bylaws, recommendations for changes to the Student Handbook and any
- 1071 proposed recommendations for next year's committee.
- 1072 e. The Department Chair, or their designate, will be the primary point of contact for
- 1073 all scholarship-related communication with the UWL Alumni and Friends
- 1074 Foundation on behalf of the Recruiting/Scholarship/Auditions Committee.

1075 6. **Recital/Honors Committee**

- 1076 a. Membership: Minimum two faculty/IAS
- 1077 b. Appointment: By Department Chair
- 1078 c. Term: Academic year
- 1079 d. Duties and Responsibilities:
- 1080 i. Schedule Honors' recital and audition (deadline for submission)
- 1081 ii. Coordinate Honors' recital and its publicity (programs, posters, mailings,
- 1082 scholarship and senior recital awards)
- 1083 iii. Coordinate Departmental recitals (programs, performance order, special
- 1084 guests)
- 1085 iv. Oversee students' senior recitals as needed (reservation forms,
- 1086 collection/report results of Evaluation Committee at Department meetings)
- 1087 v. Submit end-of-the-year report at the final Department meeting, including a

1088 summary of the recitals as specified above, any voted changes to policies,
 1089 procedures and bylaws, recommendations for changes to the Student
 1090 Handbook, and any proposed recommendations for next year's committee.

1091 7. **Assessment Committee**

- 1092 a. Membership: One member from each emphasis area (vocal, woodwind, strings,
 1093 etc.), one from the music core curriculum area, and any Department member
 1094 interested in assessment.
- 1095 b. Appointment: By Chair
- 1096 c. Term: Academic year
- 1097 d. Duties and Responsibilities:
 - 1098 i. Research and share information on methods of course and program
 1099 assessment
 - 1100 ii. Propose adoption of new methods of program assessment to the Department
 - 1101 iii. Assist emphasis area and individual faculty with course assessment
 - 1102 iv. Conduct program assessment, exit surveys of graduating seniors, alumni
 1103 surveys, etc.
 - 1104 v. Report any new program assessment data to the Department at the beginning
 1105 of each semester
 - 1106 vi. Maintain records of course and program assessment methods used, data
 1107 collected, and changes made based on the data
 - 1108 vii. Produce reports on the Department's assessment efforts when these are
 1109 requested by the administration
 - 1110 viii. Present these reports to the Department for approval prior to their submission
 1111 to the administration

1112 8. **Travel Committee**

- 1113 a. Membership: Three faculty/IAS
- 1114 b. Appointment: When deemed necessary by Chair
- 1115 c. Term: Academic year
- 1116 d. Duties and Responsibilities: Review travel requests by faculty and IAS (due by
 1117 October 1).

1118 Faculty are provided with \$1500 in travel funds each academic year, while IAS are
 1119 provided with \$800. Travel requests should be submitted by the October deadline
 1120 with as much information as possible. If by the beginning of the second semester,
 1121 faculty members do not anticipate the full use of their funds, the committee chair will
 1122 announce the amounts available at a faculty meeting, and faculty members can
 1123 request extra travel funds if needed.

1124 9. **Individual Representation**

- 1125 a. School of Education Representatives
- 1126 b. Murphy Library Liaison
- 1127 c. General Education assessment coordinator
- 1128 d. Social Media Coordinator
- 1129 e. Other service as needed

1130 **H. Departmental Programmatic Assessment Plan**

- 1131 1. Developed by Chair in consultation with Assessment Committee
- 1132 2. Implementation and plan submitted to the University Program Assessment
- 1133 Committee (UPAC) as guided by the Office of Institutional Research
- 1134 <https://www.uwlax.edu/institutional-research/assessment/>
- 1135 3. Used for NASM and APR review processes
- 1136 4. Graduating Senior Music Majors Exit Surveys

1137 **VIII. Search and Screen Procedures**

1138 The department will follow recruitment and hiring procedures prescribed by the University's
 1139 Office of Human Resources (HR) in conjunction with AAO, UW System and WI state
 1140 regulations.

1141 **IX. Student Rights and Obligations**

1142 **A. Student Course- and Faculty-Related Concerns, Complaints, and Grievances**

1143 **1. Informal Complaints**

1144 If a student has a concern or a complaint about a faculty member or course, the
 1145 general process for making informal complaints is outlined in steps 1-3 below.
 1146 Students are welcome to bring a friend or a UWL staff member with them during the
 1147 following steps. Students who report concerns/complaints/grievances, whether
 1148 informally or formally, will be protected from retaliation and have the right to expect
 1149 an investigation and the option to have regular updates on the investigation:

- 1150 a. The student should speak directly to the instructor.
- 1151 b. If the student is uncomfortable speaking with the instructor, or they are
- 1152 unsatisfied with the solution, they should go to the chair of the faculty member's
- 1153 home department.
- 1154 c. If the student is uncomfortable speaking with the department chair, or the chair is
- 1155 the faculty member in question the student should speak with their college dean.

1156 Depending on the specifics of the student's concern, it may be helpful for them to
 1157 reach out to additional offices:

- 1158 d. Complaints/concerns/grievances about grades, teaching performance, course
- 1159 requirements, course content, incivility, or professional ethics should follow the
- 1160 process outlined above. Students may also wish to seek support from the Student
- 1161 Life office.

- e. Complaints/concerns/grievances related to hate/bias and discrimination may follow the process outlined above, and in addition or instead students may contact the Center for Transformative Justice and/or submit a bias incident report.
- f. Complaints/concerns/grievances related to sexual misconduct may begin with the process outlined above but will need to also involve the Office of Title IX and Violence Prevention offices, and/or the Title IX Team. Students should know that faculty members are mandatory reporters of sexual misconduct, but that confidential resources are available to them.

2. Formal Complaints

If the student is unsatisfied with the solution of their informal complaint, they have the right to file a formal institutional complaint with the Student Life office, as described in the Student Handbook.

3. Grade Appeal Policy and Procedure Policy (approved 10/3/2024 by Faculty Senate)

Enrolled students are afforded an opportunity to seek redress of perceived grievances concerning the assignment of final course grades by instructors. Grievances only will be considered for final course grades and must involve one or more of the following factors.

- a. An error was made in grade computation.
- b. The grade was based on factors contrary to those stated in the course syllabus or a reasonable interpretation of it.
- c. The grade includes a penalty for actions involving the freedom of written or spoken classroom expression.
- d. The grade involved a breach of federal or state constitutional protections, laws, Universities of Wisconsin or UW-La Crosse policies.

Preliminary Procedures

- a. The student must attempt an informal resolution of the problem with the instructor no later than the 10th working day of the next regular semester (Fall/Spring). The instructor may require a written request from the student.
- b. If the informal process with the instructor does not resolve the problem, the student should communicate, using their UWL email, with the Department Chair within five working days. The Chair may either attempt informal resolution of the problem or inform the student in writing of formal grievance policies within five working days. Communications from this point forward should use all parties' UWL email accounts.

Formal Procedures

a. Chair Procedures

- i. If the Chair decides an informal resolution is inappropriate or unattainable, they should inform the student within five working days the student may request a formal review of the matter by the Department Grade Appeals Committee. This request must be received by the Chair within five working

days of the notification of the failure of the attempt at mediation. The student's petition must be in writing and include the nature of the grievance and its basis from the four factors listed in the "Policy" section above, a brief description of the attempt at informal resolution, the desired outcome the student wishes, and all supporting evidence. The Chair will, within five working days, arrange for the engagement of the committee to hear the student's appeal.

- ii. At the same time, the Chair will acknowledge the student's petition and inform the course instructor. If the instructor, upon seeing the petition, wishes to respond, this must be done within five working days.
- iii. Upon receipt of the student's petition and the potential response from the instructor, the Chair will convene the committee within five working days and deliver all written documents concerning the case, including a written account of the Chair's attempt at mediation, if applicable.

b. Grade Appeals Committee

- i. The Music Department Curriculum Committee serves as the Grade Appeals Committee. If the instructor who assigned the grade being appealed is a member of the Curriculum Committee, the Department Chair will serve in their place.
- ii. The committee will review the materials presented, including the student petition and other evidence provided by the instructor or Chair. It may ask for clarifying information from either the student or the instructor via written inquiry and may call for an oral presentation from either. Each person will be given an opportunity to respond if further evidence is presented to the committee.
- iii. Following review and consideration of the evidence, the committee will render a formal recommendation and communicate that recommendation to the Chair and the instructor within ten days of the committee's first meeting. The report will include the committee's findings of fact, its recommendation, and its rationale for the recommendation.
- iv. Unless they are no longer a UWL instructor, the course instructor retains the right to accept or reject the recommendations of the Department Grade Appeals Committee. If the instructor is no longer a UWL instructor, the Chair (or their designee) will assume the instructor's role. The instructor's decision at the end of this process will be considered final with no further appeal possible.

c. Further Action

- i. Grievances related to course grades cannot be appealed except through the instructor and the department procedures described above. The assignment of final course grades involves the professional judgment of qualified instructors in a particular field of study. Administrative officers at the College or University level are assumed to not have relevant academic expertise and bear no responsibility for the determination of course grades.

- 1245 ii. If the student believes the grade appeal process, stated in the by-laws, was not
1246 appropriately followed they can pursue a grievance through the Office of
1247 Student Life. However, an appeal to the Office of Student Life cannot involve
1248 the department or instructor's decision on the grade.

1249 **d. Conditions**

- 1250 i. At all review levels the burden of proof is the student's responsibility.
1251 ii. The term "working days" refers to days when classes are scheduled.
1252 iii. Grievance petitions must be individually filed.

- 1253 **I.** Expectations, Responsibilities and Academic Misconduct Academic and non-academic
1254 misconduct situations are referenced at: <https://www.uwlax.edu/student-life/>

1255 **J. Advising policy**

1256 Each student majoring in Music will be assigned a faculty advisor within the Department
1257 appropriate to that student's area(s) of study. Students' requests for a particular advisor will
1258 generally be honored when feasible. Students are expected to meet with their advisors each
1259 semester to discuss academic progress, post-graduation pursuits, etc. Faculty members are
1260 expected to keep posted student hours.

Appendix A: Promotion Criteria for Tenure-Track Faculty

Categories	Minimum criteria	Assistant Professor (includes Minimum Criteria)	Associate Professor (includes Asst. Prof. Criteria)	Full Professor (includes Assoc. Prof. Criteria)
Teaching	Meets the objectives of approved CIM forms for courses <u>Faculty member</u> is easily accessible to students, publishing student hours and responding to emails in a timely manner Implements disciplinary changes in content and pedagogy Adheres to Faculty Senate Guidelines for Syllabi	Attends conferences in discipline and/or other professional development activities; Course-based assessment participation Participates in course development and review and update of course curriculum	Pursues individual professional development activities (curriculum grants, sabbaticals, etc.) Contributing role in program development and curriculum development	Pursues active individual professional development plan; Leadership role in program development and curriculum development;
Scholarly & Creative Activities	Stays informed about changes in content and pedagogy within discipline Evidence of professional performance or invited to share expertise in an academic setting.	Development of a program of scholarly/ creative activity involving local and regional activities in field (See Appendix B for definition of Scholarship/Creative Activity) Evidence includes semi-annual local, state or regional activities, such as (but not limited to): <ul style="list-style-type: none"> • public performance • professional recording • progress on an article, chapter book or composition • presentation at a professional meeting and/or • an off-campus invitation to perform, adjudicate, present or teach 	Has an established program of scholarly/ creative activity pursued at local and regional level Evidence includes a regular schedule (4-5/year) of local, state and regional activities, such as (but not limited to): <ul style="list-style-type: none"> • performances • professional recordings • premiere/publication of new compositions • premiere/publication of arrangement of major work • publications, • presentations and • off-campus invitations to perform adjudicate, present or teach 	Maintain a program of scholarly/creative activity at the regional and/or national level; Active role in mentoring junior faculty Evidence includes maintaining a regular schedule of activities including at least one annual invitation on at least a regional level, such as (but not limited to): <ul style="list-style-type: none"> • to perform • to guest conduct • to adjudicate (i.e., national competition) • to present • to teach (such as a master class at a regional festival) • accepted for publication to a peer-reviewed journal
Service	Participation on departmental committees; Available to share expertise with community	Active service (i.e. chair, secretary, etc.) on departmental committees; Member of professional organizations	Service on university committees; Actively seeks out opportunities to share expertise within the larger musical community (in a non-professional setting) Membership and/or involvement in professional organizations	Leadership on university committees; Regularly shares music performance or expertise within the larger musical community Active in community service in field; Service as officer or board member of professional organizations Active role in mentoring junior faculty

Appendix B. Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS

I. Statement on Scholarly & Creative Activities

It is commonly accepted by leading institutions in higher education and within their accrediting associations that scholarship in the arts embraces both research (Ph.D.) and performance (DM/DMA). Faculty members in the Department of Music are encouraged to pursue professional activities that promote artistic development, provide modeling for students and enhance the artistry of the department, college and the university-at-large.

The activities listed below are not an exclusive or exhaustive list, but rather guidelines that will be considered for faculty tenure, merit (annual reviews) and promotion. Professional activity in the music department will consist of traditional scholarship but will equally weigh performance, composition and other creative endeavors.

Scholarly/Creative Activities:

Publications:

- Publications as author or editor in monographs, journals, trade magazines, online publications, reviews, etc.

- Papers submitted for publication in state, regional, national or international journals. Peer-reviewed publication is more highly regarded but not essential.

- Scholarly books or chapters in books on topics such as music history, performance practice, pedagogy

- Scholarly contributions and/or editing in method series (for instrumental/choral/vocal/piano instruction). These must lead to professional publication.

- Scholarly development for the classroom including software and web development

- Reviewing books, articles, papers, compositions, or music

Composition/Arrangement/Transcription

Within this section, “a work” represents a composition of original music, or an arrangement or transcription of existing music.

- A work which is published and distributed by outside agencies, whether on paper or electronically, is considered more desirable, but publication and distribution of compositions by the composer on a public platform are equally regarded. The publication of an edition or a transcription of an existing work is equally regarded.

- Performances of a work, whether new or existing.

Recordings of Artistic Performances

- Publication and distribution of professional audio recordings

- Publication and distribution of professional video recordings

- Publication and distribution of audio/visual recordings of compositions

NOTE: Recordings published by outside agencies are considered more desirable, but distribution of performances (on a public platform) is equally regarded.

1304 **Performances:**

1305 -On-campus performances such as a

- 1306 • faculty solo recital,
- 1307 • chamber recital,
- 1308 • a concerto performance as well as
- 1309 • a performance at a campus event

1310 are beyond the normal teaching load of a faculty member. Internal peer review is a normal and
 1311 expected aspect for on-campus performance. These performances often take 80+ hours of personal
 1312 and professional commitment, providing modeling for UWL students.

1313 -Off-campus (invited) performances normally imply peer review. Off-campus performances are
 1314 earned and require a special invitation:

- 1315 • solo recital
- 1316 • chamber recital
- 1317 • artist-in-residence (includes performance)
- 1318 • membership in professional ensemble (such as the La Crosse Symphony Orchestra)
- 1319 • professionally contracted position (for example, conducting, accompanying, featured performer)
- 1320 • conducting an Honors Band/Choir/Orchestra/Jazz Ensemble (such as the Wisconsin All-State
 1321 Honors Concerts) and
- 1322 • guest conducting for a professional ensemble (such as the La Crosse Jazz Orchestra).

1323 A high standard of excellence in performance and literature is expected for both on- and off-campus
 1324 performances. Repertoire enhances and enriches the learning and performing environment for music
 1325 students and the UWL community.

1326 Off-campus workshops, master classes, clinics, festivals and adjudications are earned and require a
 1327 special invitation. These activities imply a high level of one's professional reputation. These include
 1328 the following invitations (list is not in order of importance):

1329 -Adjudicator

1330 - Clinician

1331 - Guest Conductor

1332 -Presenter

1333 -Teacher

1334 **Presentations:**

1335 -Invited presentations/lectures for conferences or meetings at the national and state level

1336 -Conference presentation of compositions, music literature, performance practice (including
 1337 performance and conducting techniques), and pedagogy (teaching strategies)

1338 -Invited presentations at local professional meetings

1339 -Guest lectures on campus

1340 -Guest lectures at professional performances (such as a pre-concert lecture)

1341 -Invited lecture-recitals for professional or academic organizations

1342 -Video presentation

1343 -Presenting representative examples of repertoire

1344 **II. Teaching**

1345 When evaluating teaching by faculty, the Department of Music considers examples such as those
 1346 suggested below as fundamental to the teaching activity of a faculty member at the University of
 1347 Wisconsin-La Crosse. This list is not exhaustive but provides examples of activities the Department
 1348 recognizes as effective toward improving teaching in the classroom, studio and rehearsal.

1349 Examples of teaching activities:

- 1350 • Advising and counseling students
- 1351 • Providing models for students through performance
- 1352 • Attendance at workshops and seminars on teaching effectiveness
- 1353 • Development of curriculum in an area of expertise (i.e., substantial revisions to established
 1354 classes or new classes).
- 1355 • Development of grant proposals and funding for the improvement of instruction
- 1356 • Direct and indirect assessment of teaching effectiveness, such as
 - 1357 ○ Evidence of continual effort at self-improvement as described in the narrative and evidenced by
 1358 supporting documents.
 - 1359 ○ Evidence of remaining abreast of the field of the candidate's area(s) of expertise.

1360 Other valid indicators of teaching effectiveness:

- 1361 • Preparation of teaching delivery employs various media
- 1362 • Teaching innovations (e.g., master classes, organized off-campus performances, special lectures
 1363 and presentations)
- 1364 • Supervision of MUS 480 research projects
- 1365 • University outreach programs for music projects
- 1366 • Teaching Award(s)
- 1367 • Graduate School acceptance in area of study with faculty member writing the reference letter
- 1368 • Undergraduate Research Grant

1369 **III. Service**

1370 The Department of Music recognizes service to UWL (departmental, college and university-wide)
 1371 and professional service to the community at-large. The department expects regular attendance at
 1372 departmental/section/relevant committee meetings, assessment and developing contributions to the
 1373 university and/or community. Rather than simply providing a list, the candidate should explain the
 1374 specific work accomplished in the service area and the relative importance of that service.

1375 The Department expects recruiting activities to be included in the service record. These activities
 1376 might include (in alphabetical order):

- 1377 • Assisting with Campus Close-Up music sessions
- 1378 • Emails/phone calls/letters sent to prospective students
- 1379 • Positive communication (emails/phone calls/letters) with area music directors
- 1380 • Scheduling/assisting on-campus Music Visit Days (such as the Arts Day, Brass Day, Flute Day,
1381 etc.)
- 1382 • Scheduling prospective students to visit UWL
- 1383 • Visiting/Outreach to High School music programs to promote the Department of Music
- 1384 Other unique examples to be described might include (in alphabetical order):
- 1385 • Advising of students
- 1386 • Advising to area music programs
- 1387 • Hosting a conference or competition at UWL
- 1388 • Member of Conference programming committee
- 1389 • Officer in professional organizations
- 1390 • Volunteer performances or presentation to the community in the faculty member's disciplinary
1391 interests and expertise

Appendix C. Statement on School of Education Affiliated Faculty Teaching, Scholarship, and Service Expectations

Preparation and Currency:

SoE affiliated faculty are expected to incorporate current techniques that are relevant to the PK-12 setting as described in WI PI.34.11 2 (a, b):

(a) Faculty who teach in initial and advanced programs leading to licensure shall have preparation specifically related to their assignment, hold an advanced degree and demonstrate expertise in their assigned area of responsibility.

(b) Faculty who teach in initial and advanced programs shall be knowledgeable about current elementary, middle, and secondary curriculum, practices, requirements, technology, and administrative practices appropriate to their assignment.

Field and Student Teaching Supervision Assignments:

Faculty and IAS who supervise teacher candidates (TCs) in field placements or student teaching settings as part of their workload assignment are expected to perform the duties required, including observing TCs in the field, meeting with cooperating teachers and TCs, supporting TCs with portfolio assembly, submission, and evaluation as needed, and submitting required documentation to SoE in a timely manner.

SoE affiliated faculty are expected to meet the following requirements in order to supervise teacher candidates in the field, as stated in PI.34.11 2 (c):

Faculty who supervise pre-student teachers, practicum students, student teachers, or interns shall have at least 3 years of teaching, pupil services, or administrative experience or the equivalent as determined by the department in prekindergarten through grade 12 settings.

The following aspects of field and student teaching supervision should be considered when evaluating faculty teaching workload and performance.

- **Observations** of teacher candidates (TCs) during their field or student teaching placements is required and should be performed in line with SoE Office of Field Experience expectations.

- **Triad conferences** between each teacher candidate, university supervisor (UWL faculty/IAS) and cooperating teacher are also required in both field and student teaching settings and should be performed in line with SoE Office of Field Experience expectations.

- **Documentation** responsibilities include completing observation reports using appropriate reporting tools, which are ultimately compiled by the faculty member. These should be performed in line with SoE Office of Field Experience expectations.

- **Support and evaluation of pre-student teaching and student teaching portfolios** is expected of faculty with Field II and Student Teaching Seminar assignments. For pre-student teaching portfolios, faculty are expected to provide feedback and evaluate the TC portfolios. For student teaching portfolios prepared during student teaching placements, faculty are expected to provide more extensive ongoing support, clarification, and technical assistance as the TCs prepare and submit their required teacher performance assessment (edTPA) portfolio.

Scholarship

SoE affiliated faculty are hired in a role associated with preparing educators and are therefore expected to be engaged in scholarly activities that inform and enhance the work they do with prospective teachers.

PI.34.11 2 (b):

Faculty who teach in initial and advanced programs shall be knowledgeable about current elementary, middle, and secondary curriculum, practices, requirements, technology, and administrative practices appropriate to their assignment.

Appendix A: Components for the Review of Institutions of Higher Learning - acceptable evidence to support PI.34.11 2 (b) includes: listings of publications, articles, professional development participation, special projects, and grants.

Consequently, the following statements should guide departmental considerations of scholarship for SoE affiliated faculty.

- Publications, articles, grants, and/or conference presentations that focus on the act of teaching and/or instructional methods (if peer reviewed) shall be considered scholarship rather than teaching activities. Conference attendance is considered faculty development rather than scholarship.

Equal consideration should be given to high quality scholarship that informs PK-12 education in practitioner journals (with a rigorous review process) to high quality scholarship that informs PK-12 education in academic journals (with a rigorous review processes).

- SoE affiliated faculty may choose to pursue scholarship that is directly focused on preparing future teachers and/or PK-12 education, and/or content-focused scholarship in addition to scholarship that aligns with and informs their work as teacher educators, and/or scholarship that blends content and PK-12 education. SoE affiliated faculty should use narrative statements to articulate the connection(s) between their scholarship and their work as PK-12 teacher educators wherever possible.

Service

SoE affiliated faculty are expected to participate in service that aligns with and informs PK-12 education and their work as teacher educators as stated in PI.34.11 2 (d):

Faculty who teach in an initial or advanced program shall be actively engaged in professional practice with prekindergarten through grade 12 schools, professional organizations, and other education related endeavors at the local, state or national level.

SOE-related service activities that clearly align with DPI expectations include:

- Serving on SoE Task Force/Ad Hoc committees that span academic units
- Program Directorship - the specific tasks and responsibilities associated with Program Directorship should be delineated in program and/or department bylaws
- Chairing SoE Program level committees
- Developing PK-12 partnerships such as Professional Development Schools (PDS)
- Participating in SoE student recruitment, outreach, and support activities

- 1471 • Serving as liaison with PK-12 (PDS) partnerships
- 1472 • Academic Advising - WI Department of Public Instruction (DPI) mandates that SoE
- 1473 affiliated faculty provide individual academic and professional advising to students as outlined in
- 1474 PI.34:
- 1475 PI 34.13 Student services. (1) ADVISING RESOURCES AND MATERIALS. The
- 1476 institution shall insure all students have access to and are provided information and resources on
- 1477 student services including personal, professional and career counseling, career information,
- 1478 tutoring, academic, and job placement assistance.

Appendix D. Additional Departmental policies

1. **Salary Equity Policy.** UWL utilizes CUPA peer data to benchmark faculty and staff salaries (or UW System matches if CUPA data does not exist). Faculty and IAS salaries are benchmarked by rank and discipline whenever possible. The Faculty Senate Promotion, Tenure and Salary (PTS) committee reviews trends in data regarding equity, inversion and compression and makes recommendations for the disbursement of salary equity funds and/or pay plan (if available). Departments do not have the ability to make equity adjustments and Deans only have a limited ability when guided by PTS/Faculty Senate procedures. Individuals with job offers from another institution should provide the written offer to their chair and Dean for potential consideration of a salary adjustment if approved by the Provost and Vice Chancellor of Administration and Finance.

Department members will account for sick leave in adherence to the most current UW System guidelines at <https://www.uwlax.edu/human-resources/news/hr-policy-review--reminder--sick-leave/>

Appendix E. Merit Scoring Form

FACULTY/ACADEMIC STAFF MERIT SCORING FORM

Name: ____Academic Year __

Please follow the guidelines as published in our Department Bylaws.

Ratings:

0 Does not meet expectations: no evidence included in DM report

1 Meets expectations: evidence is found in DM report

2 Exceeds expectations: evidence in DM report is significant and beyond normal duties/efforts

____ Teaching

Exceeds expectations: Outstanding teaching (e.g., enthusiastic support and leadership toward curriculum and instruction, evidence of trying to improve methods, documented development of original and effective instructional activities, practices that exceed what we typically do well as part of our role as teachers)

____ Scholarship and Creative endeavors

Exceeds expectations: Outstanding scholarship/creative endeavors (e.g., regular performer, presenter, or author of compositions, contributes to professional music community in the local, regional, and national levels full recital, presenting to professional music organizations (high schools, professional music associations), hired/invited to share expertise as a clinician, master class artist, guest performer)

____ Service: (Department, University, Professional and Community)

Exceeds expectations: Documentation of contributions to the department, university and/or

1518 community. Outstanding service is beyond the traditional participation of committee work (e.g.,
1519 assisting with Campus Close-Up, positive communications with prospective students and area
1520 music directors, scheduling on-campus Music Visit Days and prospective students, Outreach to
1521 High School music programs to promote the Department of Music, Volunteer performances or
1522 presentation to the community in the faculty member's disciplinary interests and expertise)

1523

1524 Total >5: High Merit >3: Merit < or =3: No Merit

1525

Appendix F. Candidate Merit Rating Report

Example of a DEPARTMENT MERIT RATING REPORT

Year (yyyy)	Categories	Number of Department Members in Category
2017-2018	High Merit	
	Merit	
	No Merit	
2016-2017	High Merit	
	Merit	
	No Merit	
2015-2016	High Merit	
	Merit	
	No Merit	

Appendix G: Criteria for Instructional Academic Staff Merit and Promotion

To be deemed **meritorious**, Instructional Academic Staff members must meet the minimum criteria in Teaching and Departmental Service for their current rank.

To be considered for **promotion**, Instructional Academic Staff members must meet the minimum criteria in Teaching and Departmental Service for the next rank and the minimum criteria in either Scholarly & Creative Activities or University & Professional Service for the next rank.

Categories	Assistant Teaching Professor	Associate Teaching Professor (includes Assistant Teaching Professor Criteria)	Teaching Professor (includes Associate Teaching Professor Criteria)
Teaching	<p>Meets the objectives of approved CIM forms for courses;</p> <p>Adheres to Faculty Senate syllabus requirements;</p> <p>Publishes and holds regular student hours and responds to emails in a timely manner;</p> <p>Participates in course- and program-level assessment; and</p> <p>Updates courses as needed in response to assessment results, changes to the discipline, and pedagogical standards.</p>	<p>Completes individual professional development activities (e.g., CATL workshops, certifications);</p> <p>Participates in course development and revision; and</p> <p>Assists with review and update of curriculum.</p>	<p>Takes a leadership role in programmatic and curricular development.</p>
Service	<p>Departmental: Serves on departmental committees as assigned by the Department Chair or as required by departmental bylaws.</p> <p>University & Professional: N/A</p>	<p>Departmental: Takes an active role in service to the department</p> <p>University & Professional: Represents the Music Department at the College or University level by serving on Faculty Senate or Student Association committees or by serving as a departmental liaison (e.g., ArtsFest representative, Library representative)</p>	<p>Departmental: Takes a leadership role in service to the department</p> <p>University & Professional: Any of the following:</p> <ul style="list-style-type: none"> • Actively seeks out opportunities to share professional expertise with community; • Takes a leadership role in professional organizations • Takes a leadership role in College- or University level service
Scholarly & Creative Activities	N/A	<p>Develops a record of scholarly/creative activity involving local and regional activities in field. Evidence includes but is not limited to:</p> <ul style="list-style-type: none"> • public performance • progress on an article, chapter book or composition • presentation at a professional 	<p>Maintains a mature schedule of scholarly/creative activity involving local and regional activities in the field. Evidence includes but is not limited to:</p> <ul style="list-style-type: none"> • public performances • professional recordings • guest conducting • off-campus invitations to adjudicate

		<ul style="list-style-type: none"> meeting and/or expert teaching in a master class an off-campus invitation to perform, adjudicate, present, or teach publication in a trade magazine or non-peer-reviewed journal 	<ul style="list-style-type: none"> perform, adjudicate, present, or teach presentation at a professional meeting; publication in a peer-reviewed journal <p>Note: national or international scholarship or creative activities will be considered as exceeding the expectations for the teaching professor.</p>
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Appendix H: Position Description: Instrument Inventory Manager

Eligibility: Full-time Music Department faculty/IAS

Term: 3 years, renewable, June 1–May 31

Appointment:

- Chair requests self-nominations (including for renewal) in March of the final year of the current term.
- Department conducts a ballot vote in April of the final year of the current term.
 - The Chair votes only if an odd number of eligible voters is needed.
 - A simple majority is needed for appointment.
 - If there are more than two candidates and a single candidate does not receive a majority of the votes, a run-off vote will take place between the two candidates with the highest vote tallies.

Duties and responsibilities:

- Maintain an up-to-date inventory of all Department-owned instruments (including pianos, percussion, wind, and string), including instruments purchased using ensemble budgets, that is viewable by all Department members
- Maintain a rolling five-year plan for instrument replacement and acquisition
- Hire, train, and supervise the student worker responsible for instrument loans and locker rentals
- Present biannual reports to the Department as required for NASM accreditation
- Monitor the Department-wide equipment maintenance budget
- Surplus instruments that no longer meet the needs of the Department
- Coordinate with instrument techniques course instructors
- Coordinate as needed with ensemble directors and applied lesson instructors

Compensation: The Instrument Inventory Manager receives one credit of teaching load each fall and spring semester.

Summer work expectation: Some work may be required in August to train the student worker in advance of band camp in August.