

THE UNIVERSITY OF WISCONSIN-LA CROSSE  
DEPARTMENT OF MUSIC  
BYLAWS

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## **I. 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 by-laws and policies for faculty and academic staff
6. Departmental bylaws.

### **A. Preamble:**

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 and choirs. With the name changes to La Crosse State Teachers College in 1927 and then Wisconsin State University-La Crosse in 1964 and finally 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.*

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

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).

## *“Creating Artistry and Musicianship within a Vibrant and Engaging Academic Community”*

### **B. Meeting Guidelines**

Department meetings will be run according to the most recent edition of Robert’s Rules of Order <http://www.robertsrules.com/> and WI state open meeting laws

<https://www.uwlax.edu/globalassets/offices-services/human-resources/open-meetings-prt.pdf>

With a summary provided at <https://www.wisconsin.edu/general-counsel/legal-topics/open-meetings-law/>

### **C. Open Meetings Rule.**

#### **1. Department Meeting Guidelines**

Department meetings will be held regularly during the academic year and when necessary during summer or breaks. The Chair will schedule meetings with 48 hours notice except in emergency situations. A meeting agenda will be provided 24 hours before the meeting when possible.

Departmental meetings shall be held in accordance with the Wisconsin Open Meeting Law that includes the provision for posting the meeting date, time, place and agenda at least 24 hours in advance of the meeting. 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. Recording of Minutes.**

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

### **D. Definitions of Membership & Voting Procedures**

The membership of the Department of Music will consist of all ranked 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 contract with the department has departmental membership. Departmental membership allows an individual to be eligible for departmental allowances such as travel money and determines an individual's home department in terms of signatures for activities such as grants when such needs are associated with the content and mission

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 occurs with a voice vote or a hand vote and any member can call for a roll call vote. Proxy voting is not allowed. Members who join by teleconference and have heard all the deliberation are eligible to 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 in the event that 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. The wording should explicitly address proxies. Normally, experts recommend against proxies. The wording should indicate whether the voting majorities are of those present or those voting (those voting is recommended). If a paper ballot is allowed – votes must be signed and kept securely for seven years.

Robert's Rules indicates 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 no or little knowledge of the person being considered.

Voting in closed session cannot be anonymous or secret. And, 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.

#### **E. 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.

#### **F. 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 at which 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 are 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 his/her hire should indicate the decision formally to the chair who should inform both the Dean and HR.

## **II. Faculty and Instructional Academic 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" <http://www.uwlax.edu/facultysenate/>.

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 Academic Dean.
- b. All tenured and probationary faculty of the Music Department shall teach a workload of 12 classroom contact hours per semester.
- c. Load reassignment can be granted by the department chair in collaboration with the academic deans for a variety of reasons. These reasons can include recruiting, scholarship, the writing of academic reviews/reports or for other assigned duties. Policies describing release/load reassignment expectations are included in Appendix D of these bylaws.
- d. Determination of classroom contact hours follows the recommended Faculty Senate policy of 1 hour of instruction = 1 hour of contact load with the following exceptions:
  - *Applied lessons*-1.5 hours of instruction = 1 hours of contact load
  - *Studio Classes*-applied instructor with 6 or more students receive 1 hour of load for studio class
  - *Ensemble Rehearsals*-ensemble directors receive 1-hour load/1 hour of rehearsal time
  - *MUS 100/200/300/400 Screaming Eagles Marching Band*- Director receives 6 hours load

Workload determinations are subject to review/approval by the Dean/Director of the unit.

## **B. Instructional Academic Staff Responsibilities and Expectations**

Requests for IAS hiring will be presented to the college dean. The request will indicate one of the standard titles from the lecturer or clinical professor series

<http://www.uwlax.edu/facultysenate/committees/ias/pages/titling.html> 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.

<http://www.uwlax.edu/facultysenate/41st/3-29-07/IAS%20Appendix%20B.htm>. 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 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 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 faculty and department chair. Accountability for that determination shall rest with the department chair as approved by the Academic 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. Load reassignment for IAS can be granted by the department chair in collaboration with the

academic deans for a variety of reasons. These reasons can include recruiting, scholarship, the writing of academic reviews/reports or

for other assigned duties. Policies describing release/load reassignment expectations are included in Appendix D of these bylaws.

d. Determination of classroom contact hours follows the recommended Faculty Senate policy of 1 hour of instruction = 1 hour of contact load with the following exceptions:

- *Applied lessons*-1.5 hours of instruction = 1 hour of contact load
- *Studio Classes*-applied instructor with 6 or more students receive 1 hour of load for studio class
- *Ensemble Rehearsals*-ensemble directors receive 1-hour load/hour of rehearsal time

### **C. Non-Instructional Academic Staff Responsibilities and Expectations**

See job descriptions as posted in Human Resources and attached in the Appendices to these Bylaws.

### **D. Student Evaluation of Instruction\***

The department will follow the UW-L SEI policy and procedure available on the Faculty Senate webpage

<http://www.uwlax.edu/facultysenate/Archived%20Documents/Archived%20Document%20Page.htm>

(under Additional Policies) Ranked Faculty & SEIs. Results from the Faculty Senate approved SEI questions are required for retention, tenure, and promotion for ranked faculty and for renewal and promotion of Instructional Academic Staff in the form of (1) the single motivation item and (2) the composite SEI consisting of the 5 common questions.

For ranked faculty contract-renewal and both faculty and IAS these numbers will be reported using the [Teaching Assignment Information \(TAI\) form](#). Faculty and IAS may generate their TAI forms.

The department will add both the motivation item and the composite SEI fractional median for each course. In addition, the candidate's overall fractional median for the term on both the single motivation item and the composite SEI are reported.

Finally, the department adds the departmental fractional median for the single motivation item and the composite, the minimum and maximum composite SEI for the department, and the candidate's rank in SEI scores relative to all departmental ranked faculty (tenure-track or tenured) for that term (e.g. 3 of 15). For IAS renewal and career progression the same information as above is reported; however, no TAIs are generated for IAS.

The Department of Music collects Student Evaluation data every semester for all courses listed in WINGS. Individual instructor SEI data is confidential and is only made available to the instructors and the Chair. The SEI data is used for merit (annual review), promotion, retention and tenure decisions and for review of IAS (instructional academic staff) by the committees authorized to oversee these review processes as put forth in these bylaws.

SEI scores 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 with fewer than 4 students in one section of a course may choose to decline to see their

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.

### III. Merit Evaluation (Annual Review)

The results of annual reviews for all ranked faculty who have completed at least one academic year at UW-L are due to the Dean's Office on Dec. 15 annually. All faculty and 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.

Faculty Senate Promotion, Tenure and Salary (PTS) recommendations regarding Merit - December 2014. [https://uwlax-my.sharepoint.com/:w:/g/personal/provost\\_uwlax\\_edu/EddrYerkV21Or0MY5OxMSPoBRq54Yat2qBmaTOD8y4HiZA?e=OIEODE](https://uwlax-my.sharepoint.com/:w:/g/personal/provost_uwlax_edu/EddrYerkV21Or0MY5OxMSPoBRq54Yat2qBmaTOD8y4HiZA?e=OIEODE)

#### A. Evaluation Processes and Criteria

Consistent with UWS 3.05 and UWL 3.05, the performance of all ranked faculty and continuing 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 a DM Annual Review report (run on Digital Measures) 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 purpose of annual review (Merit Evaluation) is to provide 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).

##### 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. In order 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 his/her 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 five 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 of the DM reports to a One Drive Folder by October 1, 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.

Scores for each category will be added to the highest SEI semester average (either Fall or Spring). The final scores for each Merit Committee member’s evaluation would be submitted to the Merit Committee Chair, who will calculate the average of these final scores. Those with a final score average of 9 or greater will receive High Merit while those with a final score average of 6-8.9 will receive Merit. Any score under 6 will not receive Merit for the current year.

The Merit Committee Chair will report these scores to the Department Chair, who will then communicate the results back to the individual faculty member. Appeals to these results are defined under III. H. Appeal.

The chair’s merit designation shall be performed by someone appointed by the College Arts, Social Sciences & Humanities office. The chair shall communicate merit designations to the faculty or academic staff member following the results of the Merit Evaluation Committee.

### **F. Instructional Academic Staff Merit**

The annual evaluation (Merit) process for continuing instructional academic staff is similar to that of faculty. The expectations, areas of responsibility and their relative importance will be communicated to continuing academic staff in their contract. The chair will evaluate continuing members of the academic staff based on the conditions of their contract using the same procedure as that of faculty. The pool of merit funds for academic staff is separate from the faculty pool.

### **G. Merit Distribution**

Differential allocation of money for the three categories shall be made by determining the total amount available for merit pay, reserving 15% of that total divided equally among those ranked in the high merit category, the remaining 85% base divided equally among all the candidates with merit and high merit.

### **H. 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, UW-L 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. <http://www.uwlax.edu/hr/a-z.htm>)

### **IV. 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) [http://www.uwlax.edu/HR/F\\_Handbook.htm](http://www.uwlax.edu/HR/F_Handbook.htm).

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 College Dean.

The department will follow policies guiding part-time appointments for faculty and tenure clock stoppage available on the Human Resources website <http://www.uwlax.edu/hr/>.

### **A. Retention/Tenure Review**

1. Faculty under review provide an electronic portfolio (via Digital Measures) 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 may choose to provide additional evidence.

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.

Additional materials may be 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 dean:
  - a. Department letter of recommendation with vote;
  - b. Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and
  - c. Candidate Merit Rating Report
  - d. Merit evaluation data (Annual Reviews).
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 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 PRT committee and a letter to the probationary faculty member, the Dean and HR will be created stating the results and any performance concerns that may need to be addressed and corrected before the tenure decision occurs. This review will be based on the annual merit reviews and other departmental data gathered between the formal retention cycles.

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

[http://www.uwlax.edu/HR/F\\_Handbook.htm](http://www.uwlax.edu/HR/F_Handbook.htm).

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, as well as the legal framework for faculty tenure and faculty 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.
- b. Peer Evaluation of Teaching Committee

A committee of three tenured faculty members shall compose the evaluative committee for each probationary faculty member under review. One member shall be chosen by the probationary 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.

*Each Evaluative Committee member will complete at least two classroom observations for the period under review.* These visits must be completed prior to any retention decision. Classroom observations shall be coordinated between members of the peer evaluation committee and the probationary faculty member in a timely manner. 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.

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 in order to make recommendations concerning successive *retention or tenure*.

The probationary faculty member shall provide all materials (electronically using Digital Measures) at least 5 calendar 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:

1. Regular entry and update of data in the Digital Measures Portfolio
2. Maintaining a file of copies of original supporting documents that can be uploaded as evidence of achievements in teaching, scholarship, and service, and
3. Maintaining a current C.V. as outlined in Appendix D of the [Guide to Faculty Promotions and Portfolio Development at UW-La Crosse](#).

The candidate for retention will prepare a three-part Retention Report 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.

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:*

- g. The TAI (Teaching Assignment Form) for the current period of review.
- h. The Candidate Merit Rating Report.
- i. The written report from the Peer Evaluation on teaching (this letter is not to be forwarded to the Dean).

The department shall formulate clearly stated written criteria describing what constitutes satisfactory performance in the areas of 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**.

The School of Education Director should review any SOE affiliated candidate's work as a teacher educator and write a letter that addresses the candidate's professional contributions (teaching, scholarship, and service) related to DPI standards and expectations for teacher education, and the candidate's contributions to the larger educational community.

### 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 *written ballot vote* regarding the recommendation for *retention/tenure* to be included in the letter sent to the Dean.
- b. The recommendation shall be based on a majority vote.
- c. If the result of the vote 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:
  - Department letter of recommendation

- TAI form covering from date of hire with SEI information for individual courses added
- Merit evaluation results (since date of hire)
- 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 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 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. <http://www.uwlax.edu/hr/a-z.htm> 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 Dean. 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 chair of the committee unless the Chair is tenured outside the Music Department or the Chair is being reviewed or the Chair 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 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 date of review and is required to submit review materials at least 7 days prior to the review date. 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).

#### Material for Consideration by the Departmental Post-Tenure Review Committee

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:

- 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
- hyperlinks to evidence of scholarly activities associated with the specific entry (e.g., publication, grant, exhibition, presentation)
- hyperlinks for service are not required

Seven calendar days prior to the committee meeting, the Department Chair must provide to the committee faculty composite SEI scores for each semester being evaluated.

If the faculty member is a School of Education (SoE) affiliated faculty member, the SoE Dean should receive a copy of these materials at the same time as the departmental post-tenure review committee.

The Chair will provide the committee with 5-year TAI. 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 utilize the review criteria listed below which describe satisfactory performance in the areas of 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 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.

## **5. 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 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 indicates 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 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 period. Each following year, the results of the post tenure review(s), and any correction plans, will be forwarded to the dean and faculty under review. The department forwards DM portfolio, TAI and composite SEIs along with the letter to Dean(s).

## **D. Faculty Promotion Procedures**

The department will follow the guidelines and schedules regarding faculty promotion available at (<http://www.uwlax.edu/hr/promo-resources.htm> see Promotion Procedure Schedule)

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

[http://www.uwlax.edu/HR/F\\_Handbook.htm](http://www.uwlax.edu/HR/F_Handbook.htm).

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 that are being considered. In cases where a committee consists of fewer than three faculty members, the Music Department Chair shall work with the 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 (<http://www.uwlax.edu/hr/promo-resources.htm> see A Guide to Faculty Promotions and Portfolio Development at UW –La Crosse).

The department chair or applicable personnel committee chair will provide the promotion portfolio for any SOE affiliated faculty in the department to the School of Education Director at least seven calendar days in advance of the scheduled review. The SOE Director will provide written feedback simultaneously to the candidate and the chair prior to the meeting. The portfolio will be reviewed on the candidate's professional contributions (teaching, scholarship, and service) and expectations for teacher education, and the faculty member's contributions to the larger educational community. The SOE Director's feedback will be considered by the department and noted in the letter regarding the candidate.

#### b. Committee, Meeting & Voting

The Department Chair will forward the Promotion Evaluation Report and student evaluation information to the members of the Promotion Committee prior to 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 it will rank the candidates who are 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 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 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, as well as 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 the areas of 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 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/human-resources/unclassified-personnel-rules/>)

#### **V. 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/human-resources/faculty-and-staff/performance-appraisals/>

##### **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 who have been designated Senior Lecturer.

- a. Annually, during the spring semester, the Chair will notify each IAS member of the scheduled review meeting. Each IAS member will have no fewer than twenty calendar days prior to such meeting to prepare and submit the DM report to the Chair.
- b. The annual review materials will consist of an Activity Report generated through Digital Measures, summary of student comments and SEI information.
- c. The department shall formulate clearly stated written criteria describing what constitutes satisfactory performance in the areas of 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**.
- d. Policies and procedure guiding promotion for IAS are available at <https://www.uwlax.edu/globalassets/offices-services/academic-affairs/careerproguide.pdf> and will include items referring to teaching, scholarship and service.
- e. All members of the RPT Committee will have an opportunity to review these materials and express any concerns or recommendations at the review meeting.
- f. All first year IAS with an annual contract will be provided with a formative mid-year evaluation of all courses completed by a Peer Review Committee, which will include the Department Chair and two appointed members of the RPT Committee. Mid- semester evaluation materials will include a one-page summary by the IAS under review (this summary should address material specified by the Peer Review Committee), and a summary of peer observations made by the Peer Review Committee. The peer teaching observations will include at least one observation for each course being taught during the current semester. This document will be submitted with materials prepared for the annual review outlined in V.A. a.

Continuing IAS with fewer than 6 year's-experience will be observed in at least one course annually and the observation summary must be submitted along with other materials placed on the Department's Personnel website no fewer than twenty days prior to the scheduled review meeting.

- g. An IAS who has completed 6 year's-service with a 100% appointment will no longer be reviewed by the RPT Committee but will still meet annually with the Department Chair to complete the required IDP in Accordance with Faculty Personnel rules UWS 3.05-3.11 and UWL 3.08.
- h. Appeal of a review decision may be reconsidered by the RPT Committee (defined in VI.A.) upon receipt in writing of a request for a hearing. The request for reconsideration must be submitted to the department chairperson within seven calendar days of notification of the results. The request must include the reasons for the hearing. Reasons and discussion during the hearing must be restricted to information contained in the materials provided for the annual review listed in VI.A.2 and the Peer Review Committee.

**B.** Action of the RPT 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, the UWL Faculty and Academic Staff Handbook and the UW-L Faculty Personnel Rules.

**C. Career Progression/Promotion**

Policies and procedure guiding career progression for IAS are available at <https://www.uwlax.edu/globalassets/offices-services/academic-affairs/careerprogguide.pdf>

**1. Career Progression/Promotion Procedures**

IAS wishing to go through career progression will follow the guidelines and timetable as found on the following websites: <https://www.uwlax.edu/globalassets/offices-services/academic-affairs/careerprogguide.pdf>

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 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

The IAS member will be notified no fewer than 20 days in advance of the Career Progression review meeting and asked to prepare the portfolio for review using the Digital Measures reports. At least one week prior to the review the IAS member will provide the portfolio to the Department Chair who will upload it unto the Department Personnel D2L website. All committee members will review the portfolio prior to the meeting. The IAS member will be given an opportunity to provide additional oral or written support for the career progression prior to the meeting going into closed session. The IAS member will be notified within seven days of the results of the hearing. The Chair will be responsible for writing the letter of support and completing the departmental report that will accompany the candidate’s portfolio that is sent to the Dean.

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

The candidate can appeal the decision of the IAS promotion committee by following a process similar to the policy established for Reconsideration of Promotion for ranked faculty. Specifically, after receiving the Chair's notification, the career progression candidate will have 14 days to request reconsideration. The Chair will then convene the 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 Dean within seven (7) days.

## **VI. Non-Instructional Academic Staff (if applicable)**

### **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/human-resources/faculty-and-staff/performance-appraisals/>

Performance reviews of non-instructional academic staff (NIAS) are due to Human Resources from the Dean's office no later than July 31.

## **VII. University Staff**

For ADA and USA 2 Position Descriptions see Appendix G.

## **VIII. 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 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 is 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 persons 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 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: <https://www.uwlax.edu/human-resources/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 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 to department business as it comes up. The chair should appoint an interim chair if he/she is going to be away for more than three days and notify the Department and the Dean's office.

### **B. 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 academic year will also serve on this committee but will not have voting privileges.
- c. Duties and Responsibilities: Work on Departmental functions.

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

- a. Membership: Five faculty/IAS

- b. Appointment: Rotation
- c. Term: Academic year
- d. Duties and Responsibilities: Review and score merit materials of all tenured and non-tenured faculty using the Merit Scoring Form found in Appendix E

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

- a. Membership: Tenured faculty
- b. Appointment: With tenure
- c. Term: Continuous
- d. Duties and Responsibilities: Review retention and tenure materials of non-tenured faculty.

The committee votes and offers recommendations to the Department chair for inclusion in the subsequent letter to faculty member and to the Dean. Three members of this committee will serve as the Peer Evaluation of Teaching Committee as defined in our Department Bylaws.

### **4. Curriculum Committee**

- a. Membership: Minimum three faculty/IAS
- b. Appointment: By 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. Submit end-of-the-year report at the final Department meeting

### **5. Recruiting/Scholarship/Auditions Committee**

- a. Membership: Minimum five faculty/IAS
- b. Appointment: By Chair
- c. Term: Academic year
- d. Duties and Responsibilities:
  - i. Coordinate revisions to Department brochures and website
  - ii. Schedule Department's Campus Close Up representation
  - iii. Give Department tours to prospective majors and minors
  - iv. Schedule audition/scholarship dates for incoming students
  - v. Schedule scholarship dates for returning students
  - vi. Make recommendations for scholarship awards
  - vii. Submit end-of-the-year report at the final Department meeting

### **6. Recital/Honors Committee**

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

### **7. Assessment Committee**

- a. Membership: One member from each of emphasis area (vocal, woodwind, strings, etc.), a

member from the music core curriculum area, as well as any member of the Department with interest in assessment.

- b. Appointment: By Chair
- c. Term: Academic year
- d. Duties and Responsibilities:
  - i. Research and share information on methods of course and program assessment
  - ii. Propose adoption of new methods of program assessment to the Department
  - iii. Assist emphasis area and individual faculty with course assessment
  - iv. Conduct program assessment, exit surveys of graduating seniors, alumni surveys, etc.
  - v. Report any new program assessment data to the Department at the beginning of each semester
  - vi. Maintain records of course and program assessment methods used, data collected, and changes made on the basis of the data
  - vii. Produce reports on the Department's assessment efforts when these are requested by the administration
  - viii. Present these reports to the Department as a whole for approval prior to their submission to the administration
  - ix. Review the Department's Student Evaluation of Instruction instrument on a regular basis, and revise it if needed

## **8. Travel Committee**

- a. Membership: Three faculty/IAS
- b. Appointment: When deemed necessary by Chair
- c. Term: Academic year
- d. Duties and Responsibilities: Review and rank travel requests by faculty and IAS (due by October 1) into the following categories:
  - i. Category 1-Travel support for scholarly presentations, invited guest performances, clinics and other refereed activities at the national level.
  - ii. Category 2-Travel support for meetings, conferences where faculty are members of boards or officers of an organization or for representing the department. Also for scholarly presentations, invited guest performances, clinics and other refereed activities at the regional level.
  - iii. Category 3-Travel support for attending conferences, performances, and other music related activities as an attendee and local scholarly or creative activities.
  - iv. Committee members will also develop, in consultation with the chair, an equitable travel funds distribution process for each category while leaving a balance of travel funds for faculty and staff travel requests that may be submitted after the travel request due date.

## **9. Individual Representation**

- a. CASSH Core Curriculum Committee
- b. School of Visual and Performing Arts Advisory Council
- c. School of Education Representatives
- d. Murphy Library Liaison
- e. General Education assessment coordinator
- f. Equity Liaison (see Appendix G for description)
- g. Other service as needed

## **C. Departmental Programmatic Assessment Plan**

- 1. Developed by Chair in consultation with Assessment Committee



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

## **IX. Search and Screen Procedures**

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

### **A. Tenure-track faculty**

The approved UWL tenure track faculty recruitment and hiring policy and procedures are found at <http://www.uwlax.edu/hr/employment/PeopleAdmin/Forms/S&S-Planning&Procedures-Faculty.doc>. Additionally, UWL's spousal/partner hiring policy can be found at <https://www.uwlax.edu/human-resources/spousal-and-partner-hiring/>

Searches for Faculty positions affiliated with School of Education (SoE) will collaborate with the School of Education, Professional and Continuing Education (EPC) Dean who will convey DPI requirements and consult with the department during the recruiting and hiring processes. This consultation may include input into the position description, approving the applicant pool for campus/electronic interviews as well as offers of employment. Departments are expected to follow the *Hiring Procedures Policy for SOE Affiliated Faculty in Teacher Education Programs* available in the School of Education Faculty Handbook.

### **1. Organization of Departmental Search and Screen Committee**

The department will organize a search and screen committee utilizing the following processes:

- a. The SS chair and department chair are responsible for reviewing current UWL hiring procedures. The SS chair is responsible for briefing the SS committee on the SS procedures including the confidentiality requirements.
- b. All Unclassified Recruiting Procedures are found at <http://www.uwlax.edu/hr/employment/PeopleAdmin.htm>

### **2. Pre-Posting and Posting Procedures**

Upon notification that HR has received the authorization to Recruit for Faculty Position from the Dean the SS committee will develop the following materials.

- a. *Position Description*  
A position summary with major duties outlined.
- b. *Selection Criteria*  
A form indicating the selection criteria identifying how applicants will be evaluated against the criteria – a sample is available on-line through HR.
- c. *Plans for advertising the position.*
- d. The chair of the department or a SS committee member designated as the convener will convene the first meeting. The first meeting will include the selection of a SS chair and secretary.
- e. By a simple majority vote, the SS committee will elect the SS committee chair (hereafter “SS chair”). Unless a recorder is elected, the SS chair will be responsible for taking official minutes of meetings for the record. After the SS committee has elected the SS chair the committee members will meet with the AAO and the SS chair will meet with HR.
- f. A simple majority of SS committee members constitute a quorum necessary to conduct SS

committee business. Changes to these procedures require approval of a two-thirds majority of the SS committee members present and approval of the dean, HR and the AAO. Members may not vote by proxy but may participate and vote by teleconference with advance notice to the SS chair. The SS chair is a voting member of the SS committee. All voting shall be done by show of hands unless a roll-call vote is requested by any member of the SS committee. The SS chair shall maintain a record of all votes by indicating the number of yeas, nays, and abstentions. Votes of all members will be recorded in roll-call votes. A record of all minutes will be kept on file by the secretary or chair.

- g. All deliberations of the SS committee and the names of nominees and applicants are confidential. Public statements are to be made only by the SS chair, and all questions relating to the business or progress of the SS committee are to be referred to the SS chair for reply.
- h. The SS chair, in compliance with open meetings rules, will post notice of all SS meetings – noting if any meeting will go into a closed session and whether a meeting that will go into a closed session will subsequently go into an open session at the following <mailto:hrservices@uwlax.edu>; [hrinfo@uwlax.edu](mailto:hrinfo@uwlax.edu)
- i. SS committee members, their spouses, family members, or partners cannot be applicants for the position, so that there can be no possibility of nepotism.
- j. Through UWL Human Resources the SS chair and members of the SS committee will be allowed access to the PeopleAdmin software at the HR website
- k. During the recruitment, search and screen, and hiring processes, all information and all discussions and voting outcomes conducted in a closed meeting must remain confidential both during the search and after the completion of the search process. Search and screen committee members may discuss this information only with other members of the search committee or with the authorized ex officio individuals, e.g. the dean, the HR director, and the AAO.

All SS materials will be uploaded to the PeopleAdmin site for review by Level 2 and 3.

### **3. Review (Level 2 and 3)**

After review and approval by the Dean, HR, Budget and Finance, the AAO, the EPC Dean when the position is affiliated with the School of Education the materials are posted by HR on the UWL HERC and HigherEdJobs sites.

### **4. Placing the Advertisement**

Upon receipt of the approval notice, the SS chair or department chair will place the faculty position advertisements promptly and **without modification** to all other print and online sources. Necessary billing information will be provided to Budget and Finance. All efforts will be made to advertise in sources attracting diverse and underrepresented populations. Committee members cannot be considered for the position.

### **5. Screening Applicants and Interviewing Applicants Initial Screening**

Each member of the SS committee will review files of the entire pool of applicants and make an initial assessment (yes/no) of each candidate to determine whether each applicant should be considered further (Tier 2). Their decision should be based on whether the candidate meets the selection criteria. The committee will then meet and discuss each candidate. If any committee member believes that a candidate deserves further consideration that candidate will be placed in the Tier 2 pool to receive further consideration.

#### **Additional Screening Leading to a Finalist Group**

The SS committee may solicit additional material from Tier 2 applicants retained for further consideration. Applicants may be asked to provide additional materials via written communication, audio or video recordings in support of their application and/or to provide additional references.

1. The SS committee may conduct telephone reference checks on each of the Tier 2 applicants still under consideration. Calls will be made by one or more SS committee members as assigned by the SS chair (or SS committee) and will use a standard set of questions that have been reviewed and approved by the dean, AAO, and HR. For each call, a written record will be maintained.
2. If unsolicited materials are received, the SS chair retains the materials and does not share them with the SS committee until such time (if ever) that similar materials are required of all candidates.
3. If telephone or electronic interviews are conducted, a common list of core questions will be asked of all persons interviewed. The use of standard questions does not prevent the SS committee from asking follow-up questions as may be deemed appropriate.
4. The SS committee retains the right to make off-list phone calls. Off-list phone calls are reference calls to individuals not on the applicant's list of references. Given that confidentiality requests by the applicants are still respected during this phase of the process, all applicants must be informed prior to any off-list phone calls being made, and a provision must be provided for the applicant to specifically identify any individuals s/he does not wish to have called. SS committee members making telephone reference checks shall verbally share the information obtained with the SS committee. The SS chair or designee may seek further information about each semifinalist as needed, while respecting the semifinalist's need for confidentiality. A written record must be maintained for each call.

### **6. Determining the Finalist Group**

The SS committee shall discuss and vote on each applicant to select those to be moved to finalist (Tier 1) status. A simple majority vote of those present is required to advance an applicant. Applicants not advanced to finalist status on the initial vote can be brought to a re-vote only once. Any SS committee member may request a re-vote.

1. The dean in consultation with AAO will decide upon the total number of applicants to be interviewed (normally 2-4).]
2. The second tier (Tier 2) shall include the remaining applicants who the SS committee believes would be suitable for the position if the top tier applicants are determined to be unacceptable after an interview or are unavailable/decline an offer. At this stage any additional applicants not advanced to Tier 1 or Tier 2 shall be included with the original Tier 3 applicants and all shall be listed alphabetically and assigned a ‘reason code’ and contacted by email.

The SS committee will present the Tier 1 applicants with its recommendations for interviews to the department. The department shall vote on the recommendation of the SS committee. A majority of the department voting is required to approve the list of finalists. If paper ballots are used, each ballot must be signed and stored for 7 years.

### **7. Authorization to Interview**

Once the Department has approved the Tier 1 applicants the SS Chair will forward these applicants in PeopleAdmin to level 3 for approval to interview. After the department committee’s Tier 1 candidates are approved by the College Dean. The College Dean will consult with the EPC Dean and evidence of the joint agreement is expected prior to the official approval in the electronic recruitment system. The Provost should be consulted if agreement cannot be reached.

### **8. Interviewing**

The SS chair and chair will arrange with the candidates their on-site interviews by providing them with travel reimbursement tools (TER), interview itinerary, information on UW-L and the City of La Crosse and any other information that may be required for the interview.

A list of core questions will be prepared and asked of all applicants brought to campus for interviews. The SS chair will submit all interview questions to AAO and HR for approval.

Each member of the committee should review UWL’s <https://www.uwlax.edu/globalassets/offices-services/human-resources/confidentiality-statement-and-guidelines-for-interviewing.pdf> and be apprised that interview guidelines regarding illegal questions apply to all conversation with the interviewee in both formal and informal settings. The SS committee may also choose to make approved off-list phone calls regarding finalists during this part of the process.

The SS committee shall arrange a meeting for each Tier 1 candidate with the College Dean and EPC Dean or designee when affiliated with School of Education.

### **9. The Hiring Process**

After gathering information, interviewing, etc., the SS committee and all voting members of the department shall discuss the applicants and provide a non-ranked list of applicants to the Dean with supporting information on strengths and weaknesses (as they relate to the selection criteria). The Dean may choose to make additional reference checks. Then, in accord with departmental by-laws and policies, the department chair or authorized representative(s) will consult with the Dean to collaboratively agree on recommendation(s) for hire.

Offers to hire must be agreed upon by the department or authorized representative(s) and the Dean (with the consultation of EPC Dean if affiliated with the School of Education).

Departmental by-laws and policies may be written to determine this process of consultation with the Dean. If after appropriate consultation, the dean and the department or authorized

representative(s) do not agree on a hiring decision, the following alternatives may be used: an additional applicant or applicants from the pool may be interviewed, an extension of the search may be authorized, or the search may be terminated by the department or authorized representative(s), or the Dean.

Once hiring is approved the candidate's status in PeopleAdmin will be changed to "Recommend to Hire" and when authorization is received, the SS chair or the Dean will contact the applicant to extend the job offer. The terms of the offer are developed by the Dean after consultation with the chair.

If the applicant(s) declines to accept the offered position (verbally or in writing), the department may request permission to offer the position to another interviewed applicant. Alternately, the department may request permission to interview additional applicants from the remaining Tier 2 applicants, may request an extension of the search, or may close the search.

### **10. The Closing of a Search**

Upon acceptance of the offer by the applicant Level 2 completes the Hiring Proposal in PeopleAdmin. All remaining Tier 2 applicants are moved to Tier 3 and given a reason code and notified by email.

If a search ends *without* hiring an applicant, the dean must formally notify (via e-mail or hardcopy memorandum) the SS chair, department chair, PVC, AAO, and HR, and the necessary documentation must be provided to HR for the official search file.

The SS chair will provide copies of all ads, minutes, samples of correspondences, etc. to HR upon request.

#### **B. Instructional Academic Staff**

The search and screen procedures followed for an IAS position are identical to those that utilized for faculty searches. An IAS search and screen committee must be chaired by a tenured or tenure-track faculty member. The Department Chair appoints the committee.

Hiring policy and procedures are found at

<http://www.uwlax.edu/hr/employment/PeopleAdmin/Forms/S&S-Planning&Procedures-IAS-NIAS-Admin.doc> (same for IAS & NIAS)

#### **C. Contingency Workforce (Pool Search)**

IAS Pool searches are established to develop a pool of candidates with skills needed to teach various courses that might be hired on a semester basis as IAS.

Hiring policy and procedures are found at <https://www.uwlax.edu/human-resources/classification--recruitment/recruitment/#tab-recruitment-processes>

#### **D. Academic Staff (if applicable)**

Hiring policy and procedures are found at <https://www.uwlax.edu/human-resources/classification--recruitment/recruitment/#tab-recruitment-processes>

### **X. Student Rights and Responsibilities**

#### **1. Complaint, Grievance and Appeal Procedures**

For appeals on problems of discrimination, sexual harassment, or academic misconduct, a student should follow established University procedures as described in the Student Handbook at <https://www.uwlax.edu/student-life/student-resources/student-handbook/>

1. For appeals on problems of instruction.
  - a. The student shall first appeal directly to the instructor. The Department Chair may attempt to mediate between the student and instructor at the request of either.
  - b. If not thereby satisfied, the student may appeal in writing to the Department Chair. The appeal shall specify what the student believes to be wrongly done, supply evidence in support of the student's position, suggest a remedy or corrective action and be signed and dated.
  - c. The Chair shall inform the student that the Department's appeal procedure is an advisory process only-not a judicial one. The Chair shall convey a copy of the appeal to the instructor. The Chair shall convene a hearing committee to serve as a neutral party. A record of the meeting and discussion shall be kept. The Hearing committee shall consist of three members selected by lottery from a pool of Music Faculty with no fewer than three years of teaching experience. If the appeal is of an action by anyone who would by this process be selected to the Hearing Committee, that person shall be replaced by the next person eligible. If the appeal is of an action by the Chair, the person at the top of the Hearing Committee priority list shall move from the Committee to perform those duties of the Chair Specified in this procedure and the next eligible person shall succeed to be on the Hearing Committee.

The student may take a grievance through University processes as described in the Student Handbook at: <https://www.uwlax.edu/student-life/student-resources/student-handbook/>

## 2. Course Grade Appeals

- a. A student who strongly feels his or her semester grade in a music course taught by the Department is demonstrably improper or that the grading was prejudicial or capricious, the student should first confer promptly with the instructor(s).
- b. If the student and the instructor(s) are unable to arrive at a mutually agreeable solution, the student may appeal the case, within one month after the start of the next semester. For the purposes of student appeal, the "next semester" applies to Fall and Spring semesters. The following procedures will apply:
  1. The student will submit a written statement to the Department Chair, setting forth their reasons for seeking an appeal and presenting any supporting evidence.
  2. The Chair will give a copy of this grade grievance to the instructor.
  3. The Chair will request that the instructor make a written reply.
  4. This reply along with the student's grievance will be forwarded to the Grade Appeals Committee.
- d. The Chair will appoint a three-member ad hoc appeals committee to review the appeal. The members of the committee will be randomly selected from the Department (excluding the instructor involved in the grievance).
- e. The appeal committee will meet within one week after selection and receiving the grievance and instructor's reply. They committee may request to meet with the instructor or student.
- f. A written decision will be forwarded to the student with reasons for the decision.

## 3. Expectations, Responsibilities and Academic Misconduct

Academic and non-academic misconduct situations are referenced at:

<https://www.uwlax.edu/student-life/>

## 4. Advising policy

Each student majoring in Music will be assigned a faculty advisor within the Department

appropriate to that student's area(s) of study. Students' requests for a particular advisor will generally be honored when feasible. Students are expected to meet with their advisors each semester to discuss academic progress, post-graduation pursuits, etc. Faculty members are expected to keep posted office hours.

**Appendix A: Promotion Criteria for Tenure-Track Faculty**

Cate- gories	Minimum criteria	Assistant Professor (includes Minimum Criteria)	Associate Professor (includes Asst. Prof. Criteria)	Full Professor (includes Assoc. Prof. Criteria)
<b>Teaching</b>	Meets the objectives of LX forms;  Is easily accessible to students;  Implements disciplinary changes in content and pedagogy	Attends conferences in discipline and/or other professional development activities;  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;  Active role in mentoring junior faculty
<b>Scholarly &amp; Creative Activities</b>	Stays informed about changes in content and pedagogy within discipline  Evidence includes public performance, recording or progress on a book or article or invited presentation to a professional meeting	Development of a program of scholarly/ creative activity (*) involving local and regional activities in field  Evidence includes semi-annual local, state or regional activities, such as (but not limited to): <ul style="list-style-type: none"> <li>• public performance</li> <li>• professional recording</li> <li>• progress on an article, chapter book or composition</li> <li>• presentation at a professional meeting and/or</li> <li>• an off-campus invitation to perform, adjudicate, present or teach</li> </ul>	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"> <li>• performances</li> <li>• professional recordings</li> <li>• premiere/publication of new compositions</li> <li>• premiere/publication of arrangement of major work</li> <li>• publications,</li> <li>• presentations <b>and</b></li> <li>• off-campus invitations to perform adjudicate, present or teach</li> </ul>	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"> <li>• to perform</li> <li>• to guest conduct</li> <li>• to adjudicate (i.e., national competition)</li> <li>• to present</li> <li>• to teach (such as a master class at a regional festival)</li> <li>• accepted for publication to a peer-reviewed journal</li> </ul>
<b>Service</b>	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 with community;  Membership and/or involvement in professional organizations	Leadership on university committees;  Active in community service in field;  Service as officer or board member of professional organizations



## **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/Arranging**

- Published compositions are given more weight than unpublished. However, due to the difficulty of getting contemporary works published, performance of unpublished works is highly valued.
- Arrangements of literature (re-scored music for a different instrumentation) are equally regarded in performance and publication.
- Editing/Transcribing music

##### **Recordings of Artistic Performances**

- Publication and distribution of professional audio recordings
- Publication and distribution of professional video recordings

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

##### **Performances:**

-On-campus performances such as a

- faculty solo recital,
- chamber recital,
- a concerto performance as well as
- a performance at a campus event

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

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

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

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

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

- Adjudicator
- Clinician
- Guest Conductor
- Presenter
- Teacher

### **Presentations:**

- Invited presentations/lectures for conferences or meetings at the national and state level
- Conference presentation of compositions, music literature, performance practice (including performance and conducting techniques), and pedagogy (teaching strategies)
- Invited presentations at local professional meetings
- Guest lectures on campus
- Guest lectures at professional performances (such as a pre-concert lecture)
- Invited lecture-recitals for professional or academic organizations
- Video presentation
- Presenting representative examples of repertoire

## **II. Teaching**

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

Examples of teaching activities:

- Advising and counseling students
- Providing models for students through performance
- Attendance at workshops and seminars on teaching effectiveness

- Development of curriculum in an area of expertise (i.e., substantial revisions to established classes or new classes).
- Development of grant proposals and funding for the improvement of instruction
- Direct and indirect assessment of teaching effectiveness, such as
  - Evidence of continual effort at self-improvement as described in the narrative and evidenced by supporting documents.
  - Evidence of remaining abreast of the field of the candidate's area(s) of expertise.

Other valid indicators of teaching effectiveness:

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

#### IV. Service

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

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

- Assisting with Campus Close-Up music sessions
- Emails/phone calls/letters sent to prospective students
- Positive communication (emails/phone calls/letters) with area music directors
- Scheduling/assisting on-campus Music Visit Days (such as the Arts Day, Brass Day, Flute Day, etc.)
- Scheduling prospective students to visit UWL
- Visiting/Outreach to High School music programs to promote the Department of Music

Other unique examples to be described might include (in alphabetical order):

- Advising of students
- Advising to area music programs
- Hosting a conference or competition at UWL
- Member of Conference programming committee
- Officer in professional organizations
- Volunteer performances or presentation to the community in the faculty member's disciplinary 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 taken into account 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
- Serving as liaison with PK-12 (PDS) partnerships
- Academic Advising - WI Department of Public Instruction (DPI) mandates that SoE affiliated faculty provide individual academic and professional advising to students as outlined in PI.34:

PI 34.13 Student services. (1) ADVISING RESOURCES AND MATERIALS. The institution shall insure all students have access to and are provided information and resources on student services including personal, professional and career counseling, career information, tutoring, academic, and job placement assistance.

**Appendix D. Additional Departmental policies**

**1. Salary Equity Policy** is determined by the University Provost and Faculty Senate through the University Salary Equity Plan. Faculty members who believe they are entitled to an equity adjustment are advised to consult with the Chair of the Department and the Dean of the College.

**2. Sick Leave**

Department members will account for sick leave in adherence to the most current UW System guidelines at <https://www.uwlax.edu/human-resources/reporting-leave-usage-and-requesting-time-off/>

**3. Load Reassignment policy**

Faculty may be granted up to .25 FTE load reassignment. The Dean must approve the description and duties prior to the start of the reassignment. Load reassignment is calculated with the following formula:

1 classroom contact hour of release time=30+ hours of duties per semester- (.25 FTE is a 3-contact hour class, so a full load reassignment would be 75+ hours of duties).

Depending on the reasons for load reassignment these duties may include school visits, phone contacts, developing email lists, trips for research work, time creating academic reports or reviews, organizing special events, etc.

Priority will be given to faculty and IAS members who have not been awarded any load reassignment recently.

Faculty who are awarded a load reassignment will work with the department chair in determining their teaching workload/courses for the semester of reassigned time to ensure appropriate coverage of core/required courses.

Faculty receiving load reassignment will be required to present written documentation of all logged hours of these activities at the end of each semester of load reassignment to the department chair. The Department Chair will submit the report of the load reassignment to the CASSH Dean's Office.

Evaluations should be included every year in the faculty member's retention, tenure, promotion, merit, and post-tenure review processes. The minimum statement of "meets or does not meet" expectations will be included in the review of the load reassignment.

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

\_\_\_ Composite SEI Score from highest semester of the current year

\_\_\_\_\_

\_\_\_ Total >9: High Merit 6-8.9: Merit <6: No Merit

\_\_\_\_\_  
Merit Committee Member’s Mark

**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. Department of Music Equity Liaison**

Term: 3 years, renewable

Appointment: Faculty interested in the position self-nominate and the department votes in April at the end of current appointee’s term.

Equity Liaisons are defined by the initiative’s university-level leadership team. The equity liaisons help build awareness of the unit’s role in UWL’s mission to provide an equitable and inclusive educational and workplace environment for all by:

- advocating for best practices using unit-specific research and resources;
- contributing to development of the unit’s IE/Equity plan;
- helping prompt discussion in the unit on equity conditions and needs;
- conveying information about equity gaps specific to the unit;
- cultivating a climate of shared responsibility for equity and diversity.

For more information, visit the [Equity Liaison website](#).

Specific to the Department of Music, the Equity Liaison:

- provides Inclusive Excellence-related reports and announcements to the department when available;
- works with the department chair and the department as a whole to develop the department’s strategic plan;
- collaborates with the chair the development of the annual inclusive excellence/equity report;
- represents Music at university-wide Equity Liaison meetings;
- attends campus-wide Equity Liaison training sessions.

The Equity Liaison role is not an administrative position and, therefore, has no authority in personnel matters or conflict resolution/intervention.

For the purposes of retention, tenure, and promotion, the Department of Music considers the duties and reach of the Equity Liaison as equivalent to chairing a university-wide committee or serving on a labor-intensive university-wide committee.



## Appendix H. Music Administrative Position Descriptions

### Description of Position for Administrative Assistant in the Music Office

#### 1. Position Summary Statement:

Reporting directly to the Chair of the Music Department, this position provides administrative support to the department.

The Academic Department Associate (ADA) exercises discretion and independent judgment in matters of significance to the operations of the Department and is delegated responsibility for the administrative matters internal or external to the Department. Independently and with minimal supervision, the ADA is responsible for administrative support in the following areas: policies and procedures, budgets and expenses, class scheduling and enrollment, and ongoing day-to-day operations of the department. The ADA may be responsible for coordinating, training and supervising student workers within the department.

Support to all students, faculty, and staff members within the Department is expected.

Normal working hours for this position are from 8:00 a.m. to 4:00 p.m. Monday through Friday.

#### 2. Job Functions and Responsibilities:

##### Responsibility Statement

Registration/Curriculum and Student Record Management for Dept

##### Duties to Support Responsibility

- A. Assist Chair in creating class schedule and arranging classrooms for the semester in response to various parameters, i.e. room availability, course conflicts, faculty schedules, enrollment management, etc.
- B. Identify and verify which textbooks are required for courses each semester and that quantities are available.
- C. Serve as liaison to textbook rental and bookstore.
- D. Assist faculty in numerous areas i.e. schedule rooms, computers/software requests, textbook orders, etc.
- E. Work as liaison with registration for schedule changes, additions, etc.
- F. Communicate applied lesson milestones to College office and Records & Registration.
- G. Assign student advisors.
- H. Compile and manage data for applied advancement.
- I. Manage and record data for student concert attendance (concert cards).

**Percentage Of Time** 20

**Essential** Yes

##### Responsibility Statement

Office Management and Administrative Support

##### Duties to Support Responsibility

- A. Act as first point of contact for Music department.
- B. Provide direct support to the department chair on all department administrative matters (e.g. policies, procedures, data gathering, reporting, etc.)
- C. Manage the departmental office, including processing mail and ordering supplies.
- D. Be a resource for current University policies and procedures as it pertains to the department's functions.
- E. Communicate with University Reservations and the Listening Lab regarding including outside requests for department spaces.
- F. Coordinate and communicate all custodial staff needs.
- G. Report necessary facility repairs, problems to the Physical Plant and campus facilities.
- H. Work with outside groups for scheduling use of music facilities.
- I. Coordinate piano tuning and maintenance for all pianos (and harpsichord) in Annett Recital Hall and music department rooms.
- J. Assist in recital program layout and printing.
- K. Assist chairs of Search & Screen Committees with work related to the recruitment of faculty/academic staff members by coordinating and keeping appropriate documentation on travel, lodging, per diems for candidates and helping with advertising and TERs.
- L. Facilitate initial contacts between visiting/prospective students and faculty.
- M. Create and maintain mailing databases and prepare mass mailings for the department.
- N. Create, maintain and archive Music Department files for majors and minors, concert programs, curriculum, accreditation, etc.
- O. Supervise and maintain use of copier/printer with help of IT.
- P. Maintain communication with vendors and contractors on behalf of the department.

Q. Other duties as assigned by supervisor

**Percentage Of Time** 40

**Essential** Yes

**Responsibility Statement:** Supervision of Student Employees

**Duties to Support Responsibility**

- A. Hire, train, schedule tasks/hours, and supervise student workers.
- B. Verify and submit hours on the appropriate software and review budget regularly.

**Percentage Of Time** 10

**Essential** Yes

**Responsibility Statement** Facilities Scheduling and Management

**Duties to Support Responsibility**

- A. Manage scheduling of Annett Recital Hall and all Music Department rooms in Center for the Arts building.
- B. Help coordinate departmental and Honors recitals.

**Percentage Of Time** 10

**Essential** Yes

**Responsibility Statement** Miscellaneous

**Duties to Support Responsibility**

- A. Coordinate applied music instruction by communication of applied milestones to CLS and registration.
- B. Assign student advisors.
- C. Compile and manage data for applied advancement.
- D. Manage and record data for student concert attendance.
- E. Other duties as assigned by supervisor.

**Percentage Of Time** 10

**Essential** Yes

**3. Knowledge/Skills and Abilities:**

Required:

- Minimum of high school diploma.
- Administrative support experience.
- Demonstrated experience in the use of software including Microsoft Office Suite (including Excel and Word), email and electronic calendars.
- Demonstrated bookkeeping experience, especially pertaining to budget, travel, and procurement records.
- Demonstrated ability to communicate clearly, respectfully, and effectively in face-to-face, oral, written, and electronic forms.
- Excellent organizational, time management, and multi-tasking skills with an attention to detail despite frequent interruptions.
- Demonstrated ability to work independently and collaboratively, and set priorities to meet the demands of the position.
- Demonstrated ability to use discretion and good judgment regarding confidential information.

**Preferred:**

- 5+ years administrative support experience.
- Experience in higher education, particularly in the UW system.
- Associate degree or professional certification.
- Office management experience.
- Proficiency with software and web-based applications, such as WISDM, PeopleSoft, and Google Docs.
- Knowledge of budget and appropriation structure, inventory/record keeping.
- Knowledge of and experience with procedures regarding purchasing, purchasing contracts, and purchasing cards.
- Ability to plan, assign, and supervise the work of others (student supervision).
- Willingness to maintain and enhance professional competencies by participating in professional development workshops, seminars, and training sessions, related to current position responsibilities.
- Ability to meet and work effectively with people across multiple levels of the organization.

4. Physical Demands:

5. Working Conditions:

6. Miscellaneous Information:

Position description should be reviewed annually and new signatures obtained when changes are made to the position



## Position Description for Listening Lab Supervisor

### 1. Position Summary Statement:

Under the general supervision of the Music Department chairperson, this position independently manages the listening laboratory facility and will work with faculty, Murphy Library, and the general public for music requests. The USA 2 supervises student employees in recording, tracking materials and creating recital recordings, maintains the music department web site, as well as maintains inventory on all items with the authority to bill accounts for damaged, missing or unreturned inventory, i.e. instruments, accessories, music, recordings, etc. This position supervises the use of the department's campus venue, Annett Recital Hall (i.e. coordinating student workers, planning the availability and functionality of equipment, updating calendar items). Since this position is 92% this university staff employee would need to calculate their work hours in consultation with the department chair and ADA so as to be available when they are needed most.

### 2. Job Functions and Responsibilities:

#### Responsibility Statement: Circulate materials for use in the Listening Lab or for classroom use

##### Duties to Support Responsibility

- Provide each patron (students with Valid IDs) with the materials requested. Materials could include: headphones, compact discs, records, scores, computer programs, workbooks, instruments, lockers or keys.
- Take and secure I.D. cards in exchange for Lab materials.
- Produce, file paper records for the use of instruments, locks, and their fees.
- Circulate keys used for practice rooms and laboratories in the building and maintain a record of usage.
- Troubleshoot issues with instruments and lockers for students.
- Maintain lockboxes with keys for rooms. Change codes for lockboxes as requested.
- The Listening Lab is a modified branch of Murphy Library. Circulate compact discs to be used outside the Lab (checked out through Murphy Library Catalog Software) in teaching situations or for conducting practice.

Percentage Of Time 30%

Essential Yes

#### Responsibility Statement: Archive recordings of UWL music events

##### Duties to Support Responsibility

- Ensure compliance with Copyright Law.
- Train student workers to record recitals in Annett Recital Hall.
- Arrange and maintain the integrity of the recording master files on the Annett Recorder
- Retrieve recording files from the Annett Recorder, edit into separate tracks or as appropriate for archival purposes
- Burn recordings on a master compact disc for physical archival storage within the Listening Lab along with a copy of the event program if possible.
- Upon edited and master files of recordings to Department digital storage (One Drive) including scan of the program document or video files if appropriate
- Secure recordings of Department events which occur at non-CFA locations and archive in formats as described above.

Percentage Of Time 25

Essential Yes

#### Responsibility Statement: Facilities Scheduling and Management

##### Duties to Support Responsibility

- Manage scheduling of Annett Recital Hall and all Music Department rooms in Center for the Arts building for non-classroom use.
- Coordinate with University Reservations and the Music Office regarding the use of the Center for the Arts including outside request for space
- Coordinate and communicate with custodial staff for space needs, including reception needs in the lobby of the CFA
- Facilitate recording in Annett Recital Hall, including concerts and incoming student auditions, as well as outside requests scheduled through University reservations
- Assist faculty as needed with moving of equipment for concerts, rehearsals, etc. in Center for the Arts

**Responsibility Statement: Maintenance of inventory, equipment and facility**

**Duties to Support Responsibility**

- Keep the master instrument and equipment database files accurate and up to date, apprising the department of missing and/or damaged items on a regular basis
- Coordinate with ensemble directors to determine instrument repair, addition and replacement schedules for instruments in the department's inventory
- Maintain an up-to-date inventory of blank compact discs, paper and toner for the Listening lab printer, ordering new supplies as needed.
- Maintain the Damp-chaser piano humidifiers attached to practice room and lab pianos throughout the Center for the Arts
- Perform simple maintenance of equipment and notify repair professionals when major repairs are needed.
- Coordinate pickup and delivery of instrument repair among students, ensemble directors, and local vendors.
- Clean the computer keyboards, MIDI controllers and all recording equipment regularly.
- Keep lab counters free of dirt, wrappers, cans, etc.
- Assist faculty members with the setup and maintenance of their office computers.
- Also assist with the operation of classroom Audio/ Visual equipment when needed.
- Prepare obsolete, broken or unneeded equipment for Surplus through University Stores

Percentage Of Time 10  
Essential Yes

**Responsibility Statement Supervision of student employees**

**Duties to Support Responsibility**

- Hire, train and supervise 3-4 student employees for working in the Lab, locker room Annett Recital Hall booth, and backstage at Annett Recital Hall.
- Assign student employees to every event scheduled in Annett Recital Hall and ensure appropriate coverage for recording/backstage manager for every event as requested by the department
- Create a master handbook for instructions on how to use the recording equipment in the Annett Recital Hall booth
- Work with Dept. Academic Department Associate to see that biweekly time reports are maintained by the students.
- Set up a schedule whereby the Lab is kept open daytime and evening hours until 7 p.m.

Percentage Of Time 15  
Essential Yes

**Responsibility Statement Facilitate the flow of information**

**Duties to Support Responsibility**

- Instruct students in the use of the lab equipment and the facilities available to them.
- Explain department policies in regard to Lab use, such as copyright restrictions, class requirements, etc.
- Assist faculty in locating and pulling materials for use in the classroom.
- Design and implement new forms to facilitate record keeping.
- Sell and distribute tickets for music department functions as requested by faculty members. All concerts for which there is a charge or donation require the creation of a database in order to provide the concert's director with an accurate financial record.
- Serve as the primary contact and events manager for uploading concert information on the department website, CFA monitors, UWL Events calendar, VPA calendar, campus Digital Signs and Tribune Fine Arts Calendar.
- Serve as the primary contact for patrons who wish to make reservations for Union/Gala events, communicating with the Foundation and making deposits to the appropriate foundation accounts following events who accept donations
- Collect and deposit locker fees, maintaining a record of students payments (annual and by semester)
- Posting notices regarding the vacating of lockers at the end of the semester and year
- Posting notices regarding the return of instruments on loan to enrolled students
- Serve as the fine art building's contact for local vendors. Distribute refunds for vending machine malfunctions to students and faculty as requested. Contact the vendors if a machine is not operating properly.

Percentage Of Time 5  
Essential Yes

**3. Knowledge/Skills and Abilities:****Required:**

- High school diploma or equivalent.
- Knowledge and experience in the use of computer software including Microsoft Office Suite (i.e. Word, Excel, PowerPoint, etc.).
- Knowledge and experience in the use of e-mail (i.e. Outlook, Gmail) functions including electronic calendars.
- Effective oral and written communication skills.
- Excellent organizational and time management skills.
- Ability to coordinate projects, work independently and to independently set priorities to meet the demands of the position.
- The ability to multi-task when necessary.
- Possess an attention to details and time lines/due dates despite frequent interruptions.
- Knowledge of policies, procedures and protocols of an administrative office.
- Ability to meet and work effectively with people across multiple levels of the organization.
- Ability to use discretion and good judgment regarding confidential information.
- Ability and willingness to maintain and enhance professional competencies by participating in professional development workshops, seminars, and training sessions, related to current position responsibilities.

**Preferred:**

- Ability to plan, assign, and supervise the work of others (student supervision).
- Knowledge or experience with the following programs; Finale, Practica Musica, Cubase and Garage Band.
- Knowledge of budget and appropriation structure, inventory/record keeping.

**4. Physical Demands:**

Walk across campus for various item pick-ups and deliveries. Lifting of musical instruments when deemed necessary for inventory/repair purposes etc.

**5. Working Conditions:**

On occasion covering an evening or weekend concert when student help is not available. Hours will be adjusted during the week.

**6. Miscellaneous Information:**

Work in close communication with the ADA and Department Chair regarding requests and timelines for their completion.