

University of Nevada, Las Vegas
College of Fine Arts
School of Music
BYLAWS
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Table of Contents

CHAPTER 1: Overview of the School of Music and Its Bylaws.....	4
Section 1: Delegated Authority	4
1.1.1 Description of Delegated Authority.....	4
Section 2: Academic Units.....	4
1.2.1 Undergraduate Degrees.....	4
1.2.2 Graduate Degrees.....	4
Section 3: Purpose and Process of the Bylaws	4
1.3.1 Purpose of the Bylaws.....	4
1.3.2 Amendment of School of Music Bylaws.....	4
1.3.3 Suspension of School of Music Bylaws	5
1.3.4 Changes in Organization of the School of Music.....	5
CHAPTER 2: Administrative Structure of the School of Music	6
Section 1: School Director	6
2.1.1 Responsibilities of the School Director	6
2.1.2 Appointment	6
2.1.3 Term.....	7
2.1.4 Removal	7
2.1.5 Evaluation.....	7
2.1.6 Decision-making and Restrictions.....	7
Section 2: Associate Director.....	7
2.2.1 Appointment	7

* The previous edition of the bylaws dated to October 2016. All of the revisions incorporated in this edition were approved by overwhelming majority vote by the School of Music Faculty at the end of the Spring 2018 term. Those changes have been implemented tacitly in these bylaws. This edition of the Bylaws has also been re-numbered and newly typeset. Appendixes 2 and 3 provide a detailed guide to all the revisions implemented here.

2.2.2	Responsibilities.....	7
2.2.3	Term.....	7
2.2.4	Limits on Interim Directorship.....	8
Section 3: Graduate Coordinator.....		8
2.3.1	Eligibility.....	8
2.3.2	Appointment.....	8
2.3.3	Term.....	8
2.3.4	Responsibilities.....	8
Section 4: Undergraduate Coordinator.....		8
2.4.1	Appointment.....	8
2.4.2	Term.....	8
2.4.3	Responsibilities.....	8
CHAPTER 3: Faculty Organization of the School of Music.....		9
Section 1: School of Music Faculty.....		9
3.1.1	Tenure and Tenure-Track Faculty.....	9
3.1.2	Lectures, Visiting Lecturers, and Faculty-in-Residence.....	9
3.1.3	Part-Time Instructors (PTI).....	9
Section 2: Divisions.....		9
3.2.1	Description.....	9
3.2.2	Duties.....	9
3.2.3	Division Coordinators.....	10
Section 3: Responsibilities of Members of the Faculty of Music.....		10
3.3.1	Statement of Cooperation and Collegiality.....	10
3.3.2	Sundry Responsibilities.....	10
3.3.3	Recommendations for Appointment of New Faculty.....	11
Section 4: Graduate Faculty.....		11
3.4.1	Graduate Faculty Selection.....	11
3.4.2	Graduate Committee Position on Graduate Faculty Recommendation.....	11
Section 5: School Committees.....		11
3.5.1	Appointment.....	11
3.5.2	Committee Membership.....	11

3.5.3	List and Description of Committees.....	12
Section 6:	Promotion and Tenure Standards for Tenure-Track Academic Ranks.....	15
3.6.1	Description of Tenure and Promotion Standards.....	15
3.6.2	Standards for Tenure-track Academic Ranks in the School of Music	16
3.6.3	Criteria for Evaluation of Creative Activity, Teaching, and Service	18
Section 7:	School Faculty Meetings	20
3.7.1	Meeting Frequency and Special Meetings	20
3.7.2	Faculty-Requested Meetings.....	20
3.7.3	Notifications and Agendas	20
3.7.4	Minutes	20
3.7.5	Quorum	20
3.7.6	Voting Regulations.....	20
Section 8:	Robert’s Rules of Order.....	21
3.8.1	Guideline	21
Appendix 1:	Bylaws Committee Membership, 2017–2019.....	21
Appendix 2:	Non-Substantive Changes to Bylaws Implemented Spring 2019	22
Appendix 3:	Substantive Changes to Bylaws Implemented Spring 2019.....	23
Appendix 4:	Vote results, Promotion and Tenure Standards for Tenure-Track Academic Ranks, 2020– ..	34

CHAPTER 1: Overview of the School of Music and Its Bylaws

The School of Music, one of six academic units in the College of Fine Arts of the University of Nevada, Las Vegas, is an accredited institutional member of the National Association of Schools of Music.

Section 1: Delegated Authority

1.1.1 Description of Delegated Authority

The Board of Regents delegates to the faculty of the University of Nevada, Las Vegas (UNLV), thus the faculty of the School of Music the authority and responsibility to create a set of Bylaws to govern internal operation and for organizing itself in accordance with institutional Bylaws and for recommending policy on matters of faculty welfare, on the rights of faculty under the University and Community College System of Nevada Code, and on faculty involvement in the University's primary missions of teaching, research, and public and community service. (Chapter I, Section 1.4, Subsection 1.4.4 and Subsection 1.4.5 of the University and Community College System of Nevada Code) and UNLV Bylaws (Chapter I, Section 1). The University and Community College System Code of Nevada and the University of Nevada, Las Vegas Bylaws take precedence over any inconsistency with the School of Music Bylaws.

Section 2: Academic Units

The Nevada System of Higher Education authorizes the School of Music to offer the following degrees:

1.2.1 Undergraduate Degrees

1.2.1.1 Bachelor of Arts in Music

1.2.1.2 Bachelor of Music

1.2.2 Graduate Degrees

1.2.2.1 Master of Music

1.2.2.2 Doctor of Musical Arts

Section 3: Purpose and Process of the Bylaws

1.3.1 Purpose of the Bylaws

The purpose of the School of Music Bylaws is to set forth the organization, policies, and procedures of the School of Music in so far as they are not set forth in either the NSHE Code Board of Regents Handbook, the University of Nevada, Las Vegas Bylaws, or the UNLV College of Fine Arts Bylaws.

1.3.2 Amendment of School of Music Bylaws

An amendment to the School of Music Bylaws may be proposed by: 1) placing the proposed amendment on the agenda of a regular meeting of the School of Music faculty with distribution of the proposed amendment to each School member at least one [1] week prior to the meeting; or 2) placing the proposed amendment on a secret mail ballot within one [1] month following the meeting at which the amendment is introduced.

1.3.2.1 School Approval

School of Music member acceptance of the proposed amendment requires the approval of two-thirds of the full-time faculty eligible to vote.

1.3.3 Suspension of School of Music Bylaws

Suspension of any procedural clause, except for amendment by secret ballot, may be accomplished at any School of Music meeting by securing approval from two-thirds of the full-time faculty eligible to vote.

1.3.4 Changes in Organization of the School of Music

Proposed changes in the existing organizational structure of the School of Music may be initiated by the members of the School of Music and must be approved by a two-thirds majority of the full-time faculty eligible to vote by ballot.

1.3.4.1 Approval

Proposals for change in the existing organizational structure of the School of Music shall be forwarded to the Director for approval; if approved by the Director the proposal will then be sent to the Dean, Executive Vice President & Provost, and the President for their successive, individual approvals.

CHAPTER 2: Administrative Structure of the School of Music

Section 1: School Director

2.1.1 Responsibilities of the School Director

2.1.1.1 General Administration

- a) Serve as principal administrative officer for the School; represents the School to the Dean, and other administrators, through regular administrative channels.
- b) Chair the Executive Committee and meetings of the faculty of music.
- c) Consult with faculty regarding program and curricular development.
- d) Report to the Dean of the College of Fine Arts.
- e) Serve as the Institutional Representative to the National Association of Schools of Music.

2.1.1.2 Personnel

- a) Determine faculty assignments, workloads, and staff assignments.
- b) Recommend faculty appointments, promotions and tenure as outlined in the NSHE Code, the UNLV Bylaws, and the School of Music Bylaws.
- c) Hire PTI faculty in consultation with appropriate Division faculty.
- d) Write faculty and staff annual evaluation reports and recommend faculty for merit consideration.

2.1.1.3 Budget

- a) Plan annual budgetary expenditures and, in consultation with the faculty of music when appropriate, allocates and controls available funds.

2.1.1.4 Other

- a) Represent the School of Music in the community and throughout the state of Nevada.
- b) Represent the School of Music at state, regional and national conferences, and in state organizations.
- c) Represent the School of Music on the College of Fine Arts Executive Committee.
- d) Respond to concerns referred by faculty, students, University officials, and outside constituents.
- e) Serve as ex-officio member of all School of Music committees.

2.1.2 Appointment

The appointment of the School Director will be determined by a simple majority vote of the full-time faculty eligible to vote. Voting will be done as a secret ballot, following a method and instructions provided by the Dean's office. The individual recommended for the position of Director is forwarded as advisory to the Dean for approval and then to the Executive Vice President & Provost and President for final approvals.

2.1.3 Term

The length of term of office shall be three (3) years, except as otherwise negotiated with the prior approval of a simple majority of the full-time faculty eligible to vote by the Dean, Executive Vice President & Provost, and President. The old term of office will terminate on the last day of June and the new term of office will begin on the first day of July. The Director shall be re-appointed using the same procedure described in Chapter 2, Section 2.1.5.

2.1.4 Removal

At the formal written request of two-thirds of the full-time School faculty members, removal of the Director shall be proposed to the Dean of the College, who may elect to forward the proposal to the Executive Vice President & Provost and President for final action.

2.1.5 Evaluation

The faculty will evaluate the School Director annually by means of a formal, anonymous evaluation instrument. Completed evaluations will be collected by the Dean's office. The Dean is responsible for communicating the evaluation information to the Director.

2.1.6 Decision-making and Restrictions

The Director of the School is empowered to make any decisions necessary to fulfill her/his responsibilities consistent with the policies adopted by the Nevada System of Higher Education, the University of Nevada, Las Vegas, the College of Fine Arts, and the faculty of music.

Section 2: Associate Director

2.2.1 Appointment

The School Director may appoint an Associate School Director after a selection process in which full-time faculty members of the School submit applications to the Director. The Director will make the selection in consultation with the Dean of the College.

2.2.2 Responsibilities

The Associate School Director serves as a resource for students, faculty, administrators, and the larger community through work in the following areas: advising, campus and community engagement, and compliance. Duties are assigned by the School Director in consultation with the Associate Director.

2.2.3 Term

The length of term of office shall be three (3) years, except as otherwise negotiated with the prior approval of a simple majority vote of the full-time faculty of music, by the Director, Dean, Executive Vice President & Provost, and President. The old term of office will terminate on the last day of June and the new term of office will begin on the first day of July.

2.2.4 Limits on Interim Directorship

In the event that the School Director is incapacitated, the Associate Director shall serve as Director for no more than thirty days. If the Director is incapacitated for more than thirty days, an interim Director must be elected using the same method established for electing the School Director (Chapter 2, Section 2.1.5).

Section 3: Graduate Coordinator

2.3.1 Eligibility

The Graduate Coordinator must be a member of the graduate faculty.

2.3.2 Appointment

The School Director appoints the Graduate Coordinator with the consent of the appointee.

2.3.3 Term

The term of office shall be for three years. (11/10/16)

2.3.4 Responsibilities

The Graduate Coordinator manages matters pertaining to graduate study in music, as described in the Faculty Handbook.

Section 4: Undergraduate Coordinator

2.4.1 Appointment

The School Director appoints the Undergraduate Coordinator with the consent of the appointee.

2.4.2 Term

The term of office shall be for three years. (11/10/16)

2.4.3 Responsibilities

The Undergraduate Coordinator shall be responsible for matters pertaining to undergraduate study in music, as described in the Faculty Handbook.

CHAPTER 3: Faculty Organization of the School of Music

Section 1: School of Music Faculty

3.1.1 Tenure and Tenure-Track Faculty

Full-time members are tenured Music Faculty, non-tenured Music Faculty, and non-tenure-track Music Faculty under full-time teaching or research professional contract and holding professional rank. Full-time members have one vote in School affairs.

3.1.2 Lectures, Visiting Lecturers, and Faculty-in-Residence

Lecturers, Visiting Lecturers, and Faculty-in-Residence are full-time, non-tenure-track faculty members who are appointed under special circumstances at the professional level and hold professional rank. Lecturers, Visiting Lecturers, and Faculty-in-Residence, defined as Rank I in the NSHE Code, Section 5.11.1, are ineligible for tenure. (See UNLV Bylaws, Chapter I, Section 4.3.1). Except in matters of personnel (i.e., hiring, retention, tenure, and promotion), Lecturers, Visiting Lecturers, and Faculty-in-Residence have one vote in School affairs.

3.1.3 Part-Time Instructors (PTI)

PTI faculty members in the School of Music are adjunct part-time, non-tenure-track instructors with varying teaching loads. Except in matters of personnel (i.e., hiring, retention, tenure, and promotion) PTI faculty teaching above 50% FTE have one vote in School affairs. PTI faculty teaching below 50% FTE are non-voting members of the faculty of music.

Section 2: Divisions

3.2.1 Description

The School of Music is divided into fourteen Divisions: Division of Brass and Woodwind Studies, Division of Choral Studies, Division of Composition and Theory, Division of Jazz Studies, Division of Keyboard Studies, Division of Music Education, Division of Music Technology, Division of Musicology, Division of Orchestral Studies, Division of Percussion Studies, Division of Rock Music Studies, Division of String Studies, Division of Vocal Studies, and Division of Wind Band Studies.

3.2.2 Duties

Divisions shall set proficiency requirements, jury schedules, recital review schedules, and audition schedules (in coordination with the Recruitment and Scholarship Committees).

Divisions shall recommend to the faculty as a whole through appropriate standing committees any alterations in curricula, new programs, enrollment goals, and other matters that impact the Division and/or the School of Music.

3.2.3 Division Coordinators

3.2.3.1 Election

A Division Coordinator shall work with faculty in each Division. Division faculty shall elect the Division Coordinators. Unless contractual, appointment shall not exceed six years of continuous service. In Divisions containing only one faculty member, the role of Coordinator devolves to that individual by default.

3.2.3.2 Responsibilities

- a) Representing the Division needs to the School Director and/or Associate Director and recommending course and curricular changes specific to the Division to the undergraduate, curriculum, and graduate committees.
- b) Chairing Division meetings.
- c) Serving as the primary representative of students in the Division.
- d) In consultation with all faculty within the Division, considering the needs relative to admission, scholarship allocation, advising, and recruiting, and communicating these needs to the appropriate administrator and/or School committee.
- e) Serving as an advisory group to the School Director.
- f) Recommending to the School Director or Associate Director changes in either the scheduling of classes or the distribution of instructional assignments.

Section 3: Responsibilities of Members of the Faculty of Music

3.3.1 Statement of Cooperation and Collegiality

The Music Faculty will adhere to the following basic principles of cooperation and collegiality:

- a) Recognize that there may be differing opinions among members.
- b) Observe confidentiality when discussing personnel and other sensitive matters.
- c) Base discussions of personnel and other sensitive issues on documented and verifiable data.
- d) Observe confidentiality when appropriate, including matters of personnel.
- e) Speak with honesty, integrity, and collegiality, bearing in mind the responsibility of serving the highest common good of the School of Music.

3.3.2 Sundry Responsibilities

- a) When appropriate, working in consultation with the School Director to establish priorities for allocation of the School budget after funding by the College.
- b) Electing the Director of the School.
- c) Serving on School committees. (See also 3.5.2.2)

3.3.3 Recommendations for Appointment of New Faculty

3.3.3.1 General Note

All tenure and tenure-track Music Faculty are responsible for recommending to the School Director the hiring of full-time tenure-track and non-tenure-track faculty. The tenure and tenure-track Music Faculty shall approve all full-time appointments and shall be consulted when possible and appropriate concerning part-time appointments.

3.3.3.2 Tenure Appointment

Only faculty with tenure may vote on the tenure of others (UNLV Bylaws, Title 5, Chapter 6, Chapter I, Section 4.3.4).

3.3.3.3 Position Prioritization

Full-time faculty are responsible for recommending to the School Director the prioritization of new faculty positions. Only faculty qualified to vote in School affairs may be present during discussion of prioritization issues and may vote on prioritization issues. Voting on position priorities is done by secret ballot.

Section 4: Graduate Faculty

3.4.1 Graduate Faculty Selection

Graduate faculty shall be selected on the basis of their qualifications and the needs of the program as articulated by the Graduate Committee and approved by the Director of the School of Music.

3.4.2 Graduate Committee Position on Graduate Faculty Recommendation

The Graduate Committee (see below) may at any time review the members of the graduate faculty and recommend personnel changes to the graduate faculty. Such changes must be approved by a majority vote of the entire graduate faculty.

Section 5: School Committees

3.5.1 Appointment

The School Director appoints committees and committee chairs with the following exception:

- a) Personnel Committee members elect the Personnel Committee Chair.

3.5.2 Committee Membership

3.5.2.1 Tenured and Tenure-Track Faculty

Tenured and tenure-track faculty members serve on committees as needed by the School of Music. Membership in the committees is determined and limited according to the rules of each committee (see entries under 3.5.3, below).

3.5.2.2 Lecturers, Visiting Lectures, and Faculty-in-Residence

Except for the Personnel Committee, Lecturers, Visiting Lecturers, and Faculty-in-Residence may serve on all School of Music committees. However, because of their teaching loads, they are not required to serve.

3.5.3 List and Description of Committees

The School of Music shall have the following standing committees:

3.5.3.1 Bylaws Committee

3.5.3.1.1 The Bylaws Committee shall consist of four members of the tenure and tenure-track Music Faculty drawn from various Divisions of the School of Music and appointed by the School Director.

3.5.3.1.2 The Bylaws Committee shall be responsible for proposing changes in the Bylaws of the School of Music, for interpreting the Bylaws (subject to review by the Music Faculty), and for determining the conformity of the Bylaws to those of higher governing authorities, such as the College, University, and NSHE.

3.5.3.2 Curriculum Committee

The Curriculum Committee evaluates and makes recommendations concerning the structure of existing degree programs and courses, evaluates and makes recommendations concerning new degree programs and courses, addresses accreditation issues, addresses National Association of Schools of Music (NASM) issues, updates catalog copy, and edits degree check sheets as needed.

3.5.3.3 Executive Committee

3.5.3.3.1 The Executive Committee shall consist of the School Director, Associate Director, Graduate Coordinator, Undergraduate Coordinator, and two Coordinators from Divisions not represented by the Associate Director, Graduate Coordinator, or Undergraduate Coordinator, nominated by the School Director and confirmed by the faculty in each Division, for a term of two years on a staggered basis so that one Division Coordinator is appointed each year.

3.5.3.3.2 The Executive Committee serves in an advisory capacity to the School Director on matters of budget, mission, and other issues as needed, opens lines of communication between the School Director and the faculty, discusses pertinent proposals and philosophies.

3.5.3.4 Graduate Committee

3.5.3.4.1 The Graduate Committee shall consist of the Graduate Coordinator who serves as committee chair, the School Director (ex-officio), and five graduate faculty members from areas not represented by the Graduate Coordinator.

3.5.3.4.2 The Graduate Committee may at any time review the members of the graduate faculty and recommend personnel changes to the graduate faculty. Such changes must be approved by a majority vote of the entire School of Music graduate faculty.

3.5.3.4.3 The Graduate Committee reviews School graduate admission policies, originates curricular proposals affecting graduate students, monitors graduate instruction, advising, and program planning, selects students to receive graduate assistant positions, and reviews other matters pertaining to the academic concerns of graduate students and graduate programs in the School.

3.5.3.5 Personnel Committee

3.5.3.5.1a According to the University Bylaws, “Only tenured and tenure-track faculty and faculty in residence (excluding Directors, Assistant and Associate Deans, and Deans) may serve on School personnel committees, attend personnel committee meetings at which recommendations for promotion, tenure, merit or annual evaluations will be made, or vote in such meetings” (UNLV Bylaws, Title 5, Chapter 6.III, Section 6.1.A.).

3.5.3.5.1b In the School of Music, however, only tenured faculty may serve on the Personnel Committee.

3.5.3.5.2 The Personnel Committee shall consist of five faculty members. All members, including the committee chair, shall vote on all decisions.

3.5.3.5.3 The Personnel Committee functions in an advisory capacity to the faculty and to the School Director. The primary responsibilities of the Personnel Committee include recommendations regarding faculty retention, tenure, and promotion.

3.5.3.5.4 No Personnel Committee member shall serve more than two consecutive years. Initial appointment to the Committee shall consist of three members for a one-year term and two members for a two-year term.

3.5.3.5.5 The membership of the Personnel Committee, whenever possible, shall be representative of each Division intrinsic to the discipline under consideration for promotion and/or tenure.

3.5.3.5.6 The Personnel Committee shall elect its chair annually.

3.5.3.5.7 The Personnel Committee shall, when so charged by the School Director, review and present to the faculty the criteria for promotion and tenure. The resulting criteria shall constitute both an interpretation of the University Code and the College Guidelines, and the sense of the faculty of

the School of Music. These criteria shall constitute the basis of evaluation by the Personnel Committee, the Faculty and the School Director.

3.5.3.5.8 The Committee Chair and the School Director will determine the schedule of required personnel reviews in accordance with dates established by the Executive Vice President & Provost and the Dean of the College of Fine Arts. Evaluations by the Personnel Committee will precede the School Director's annual faculty evaluations.

3.5.3.5.9 Faculty members on leave from the School will be contacted by reasonable means for all issues involving retention, tenure, and promotion so that a proxy may be delivered to the School Director by voting date.

3.5.3.5.10 The Personnel Committee shall make all decisions based on the Promotion and Tenure Standards for Tenure-Track Academic Ranks, given in these Bylaws as Chapter 3, Section 6.

3.5.3.6 Position Search Committee

Search committees serve in a screening and advisory capacity to the Hiring Official or Search Reviewer. The School Director will appoint a minimum of three faculty members for each search and will appoint the Search Committee Chair. The UNLV Human Resources FACULTY & PROFESSIONAL STAFF SEARCH GUIDELINES will govern all Search Committee work.

3.5.3.7 Recruitment Committee

The Recruitment Committee coordinates marketing and recruitment strategies that benefit the School; coordinates the development of materials for use in School recruitment; coordinates off-campus performances with recruitment opportunities and serves as liaison with appropriate campus offices (e.g., Admission Office, Performing Arts Center, Reprographics, University News & Publications, etc.).

3.5.3.8 Scholarship Committee

3.5.3.8.1 The Scholarship Committee oversees the allocation of scholarships. In coordination with the Recruitment Committee, the Scholarship Committee sets the audition dates for the School of Music and administers the audition day's activities.

3.5.3.8.2 The Scholarship Committee reviews the procedures for awarding. The Committee reviews student academic and artistic development to determine continuation of scholarship support.

3.5.3.9 Undergraduate Committee

3.5.3.9.1 The Undergraduate Committee reviews School undergraduate admission policies, curricular proposals affecting undergraduate students,

undergraduate instruction, undergraduate program planning, examinations, and all other matters pertaining to the academic concerns of undergraduate students and the undergraduate programs of the School.

3.5.3.9.2 The Committee shall assure that undergraduate policies and procedures of the School remain consistent with expectations of the College of Fine Arts and the University.

Section 6: Promotion and Tenure Standards for Tenure-Track Academic Ranks

3.6.1 Description of Tenure and Promotion Standards

The School of Music Personnel Committee (see 3.5.3.5) assesses the work of members of the faculty pursuing promotion and/or tenure based upon established criteria listed in this document and the School of Music Bylaws. A four-point scale, as outlined in the Nevada System of Higher Education (NSHE) Code, of “excellent,” “commendable,” “satisfactory,” or “unsatisfactory” is used in committee evaluation of eligible applicants. Evaluation by faculty presumes that faculty will use their experience and expertise in evaluating the quality of performance of an applicant for tenure and/or promotion. No faculty member may cast a vote at more than one level in this process. The School of Music Personnel Committee will submit a written report with a recommendation to the School of Music tenure-track/tenured faculty and to the Director of the School of Music that addresses the applicable achievements of the applicant in relationship to the qualifications enumerated for the appropriate academic rank.

Tenure represents a significant commitment between a fully-engaged faculty member and the School of Music with the expectation of ongoing professional productivity in the applicant’s discipline, effective communication with both faculty and students and the development of Division and School program goals commensurate with peer institutions. If an Assistant Professor is granted tenure, a concurrent promotion to Associate Professor should occur.

During the promotion and/or tenure review process, the Personnel Committee should consider the applicant’s application and accompanying materials, external and internal referee letters, annual University evaluations, mid-tenure or three year reviews, breadth and depth of work presented with due consideration given to the job description and expectation upon hire and/or role statement/s created between the Director of the School of Music and the faculty member, assigned workload balance, and available faculty resources and support.

Applications for promotion and/or tenure will include a record of all teaching load assignments or workload reassignments throughout the evaluation period in a single document. When necessary, these records should be accompanied by a description or a justification of substantial changes to teaching load that can guide the Personnel Committee in understanding and evaluating the materials submitted for promotion and

tenure. In addition, personal statements in annual reports and promotion and tenure applications should address such changes in the job description.

3.6.2 Standards for Tenure-track Academic Ranks in the School of Music

3.6.2.1 Assistant Professor (Rank II)

A national search must occur for positions at the level of Assistant Professor (Rank II). Unless specified in writing by the unit appointing authority upon request by the candidate, an untenured Assistant Professor shall be evaluated for tenure and/or promotion based on the standard in place at date of hire. Appointment to this position is based on the following minimum qualifications.

- Effective and/or promising teaching record or a promise of effectiveness in other assigned duties when a faculty workload assignment does not include instruction.
- Demonstration of, or a potential for, a commitment to student success by effectively recruiting and mentoring students.
- Evidence of ongoing professional development in creative or entrepreneurial activity/scholarship/ and/or research in primary area.
- Desire and ability to provide efficient service to the Division, School of Music, University, community and professional organizations related to the faculty member's field of practice.
- Possession of appropriate terminal degree except as detailed in Chapter III, Section 16.1.4 of the UNLV Bylaws.
- Willingness to meaningfully engage in the larger university community, indicating an ability to work with faculty and students in the best interests of the academic community.

3.6.2.2 Associate Professor (Rank III)

The individual will meet all of the following minimum qualifications such that the rating in each standard meets or exceeds requirements in the NSHE Code Section 3.4 and the UNLV Bylaws. Unless specified in writing by the unit appointing authority upon request by the candidate, an untenured Associate Professor shall be evaluated for tenure and/or promotion based on the standard in place at date of hire. The overall performance must demonstrate excellence and the promise of continued excellence. Appointment or promotion to this position is based on the following minimum qualifications:

- Evidence of success (rated as "commendable" or better) as a university teacher and mentor. In the case of individuals with nonteaching backgrounds, promise of effectiveness as a university teacher or demonstrated effectiveness in other assigned duties when a faculty role statement does not include instruction. The evaluation of teaching shall include several metrics such as in-classroom peer reviews, pedagogical innovation or research, textbooks or course materials developed, display of breadth and depth of courses taught, evidence of effective recruitment and mentoring of graduate and/or undergraduate students, including co-authorships, community engagement in teaching, and student evaluations.

- Demonstrated effectiveness (rated as “excellent”) in research, scholarship, creative, clinical or entrepreneurial activity in the individual’s primary area of work/inquiry. External metrics of impact, including peer-reviewed publications and citations, independent reviews, external indices, grant or other external funding, and community engagement, should be used consistently and as applicable. It is expected that an associate professor is on a trajectory to a strong national or international reputation in the appropriate field.
- Demonstrated effectiveness in service (rated as “satisfactory” or better) to the Division, School of Music, University and community. The evaluation of which may include, but is not limited to a professional commitment as demonstrated by membership and participation in professional or academic organizations, a record of community engagement outside the university, contributions to the university community through participation in various administrative, governance, and planning activities, and a demonstrated ability to work with faculty and students in the best interests of the academic community.
- Possession of appropriate terminal degree except as detailed in Chapter III, Section 16.1.4 of the UNLV Bylaws.

3.6.2.3 Professor (Rank IV) or Professor (Rank IV) with Tenure

A tenured applicant for Professor (Rank IV) shall be evaluated based on the standard in place at date of application. Appointment or promotion to this position is based on the following:

- Demonstrated excellence (rated as “excellent”) as a university teacher of both undergraduate and graduate students or, in the case of individuals with nonteaching backgrounds, promise of excellence as a university teacher or demonstrated excellence in other assigned duties when a faculty role statement does not include instruction. The evaluation of teaching shall include both student evaluations and additional metrics, such as in classroom peer reviews, recognition of the breadth and depth of courses taught, pedagogical innovation or research, evidence of effective recruitment and mentoring of graduate and undergraduate students, including co-authorships, community engagement, textbooks or course materials developed, and commitment to student success. Full professors are expected to demonstrate greater impact with their students.
- Demonstrated excellence (rated as “excellent”) in research, scholarship, creative, clinical, or entrepreneurial activity with due recognition for the different forms such productivity may take in the various disciplines. External metrics of impact, such as peer reviewed publications and citations, independent reviews, external indices, awards, patents, grants or other external funding, and community engagement, shall be used as applicable. It is expected that a professor will have established national or international prominence in the appropriate field.
- Demonstrated effectiveness in service (rated as “commendable” or better) to the Division, School of Music, College, University and professional community. The evaluation of service may include, but is not limited to, professional commitment

as demonstrated by leadership in national/international professional or academic organizations, a significant record of community engagement outside the university, a significant record of contributions to the university community through leadership in various administrative, governance, and planning activities, and a demonstrated ability to work with faculty and students of the university in the best interests of the academic community. It is expected that a professor will remain engaged in the Division, School of Music, College, and University such that a record of mentorship and support of junior faculty is clear and ongoing.

- Possession of appropriate terminal degree except as detailed in Chapter III, Section 16.1.4 of the UNLV Bylaws.

3.6.3 Criteria for Evaluation of Creative Activity, Teaching, and Service

Note: Creative works are varied in format and many types may not generate a lasting artifact like a recording or document. However, there are indicators of impact, rigor and reach that can be documented through reviews, venue prestige within the field, and audience. Creative works that result in a lasting object or performance recording may have audience, download or other types of use measures as well as information about inclusion in exhibits or permanent collections.

3.6.3.1. Creative or Entrepreneurial Activity/Scholarship/Research

Evaluation of Creative or Entrepreneurial Activity, Scholarship and Research is guided by impact or promise of future contributions of significance to the discipline as well as reputation at regional, national or international levels. For promotion to Associate Professor and to receive tenure or for promotion to the rank of Professor, a rating of “excellent” must be achieved in activities that may include the following:

- A. Musical composition, performance, direction, writing, or production of works for live audiences or recorded/streamed media
- B. Artist-in-Residence or Visiting Clinician
- C. Adjudication of creative projects/scholarly works/research publications/competitions
- D. Scholarly papers or research studies presented
- E. Conference organization, performance, presentation, poster presentation or panel participation
- F. Recordings (compact discs, vinyl records, or other media formats)
- G. Podcasts, streaming media, radio or television broadcasts
- H. Articles, blogs, manuscripts, books
- I. Published reviews in print or online, service on editorial boards
- J. Grants or commissions
- K. Awards or recognitions from professional organizations related to discipline
- L. Student success in music competitions or the music profession
- M. Participation or leadership in music festivals
- N. Entrepreneurial activities designed to promote opportunities for School of Music students and faculty

- O. Community engagement at local, regional and/or national levels that may include consultations, presentations or other artistic/scholarly interactions
- P. Professional development or study related to the discipline that results in new collaborations, new studies or areas of multidisciplinary inquiry

3.6.3.2 Teaching

Evaluation of teaching is guided by recognition of peer, regional, national or international awards, the benefits of teaching to the School, College and University, the level of work, effort and involvement demonstrated in teaching, evidence of student success in both academic pursuits and in the profession, student recognition of successful teaching and other student activities that represent the depth, quality and diversity of student learning. For promotion to Associate Professor, a rating of “commendable” must be achieved and for promotion to the rank of Professor, a rating of “excellent” must be achieved in activities that may include the following:

- A. Peer and student evaluations
- B. Development or major restructuring of new courses
- C. Evidence of effective mentorship
- D. Instruction of master classes or workshops
- E. Student advisement
- F. Student recruitment and retention
- G. Student performances, presentations, compositions or publications
- H. Teaching of professional or continued education seminars
- I. Teaching of community seminars
- J. Interdisciplinary or co-teaching at school, college, or institutional levels
- K. Institutional collaborations within or beyond the University
- L. Cultivation of students as scholars, performers and future professionals
- M. Admittance to graduate programs, fellowships, residencies or summer programs
- N. Development of new methods of electronic or online course delivery
- O. Active participation on student graduate committees in a diversity of divisions within the School of Music
- P. Curriculum development
- Q. Creation and/or development of pedagogical materials for courses taught at UNLV, including handouts, study guides, repertoire analyses, theoretical or musicological guides, websites, and multimedia resources
- R. Mentorship of high school students, minority students of diverse backgrounds, first generation students, under-resourced students, and current students with a goal of retention-progression-completion (RPC)

3.6.3.3 Service

Evaluation of service is based upon demonstrated quality, level of involvement and organizational commitment. Significant recognition is given to service work designed to provide interactions between professional organizations, School of Music stakeholders and community partners. Additionally, service is expected along multiple organizational levels and should include a trajectory of successful work in the community, region, and

nation. For promotion to Associate Professor and to receive tenure, as required by University Bylaws, a rating of “satisfactory” must be achieved in the types of activities listed below. For promotion to the rank of Professor, a rating of “commendable” must be achieved in activities listed below that may include the following:

- A. Service to the Division, School, College or University committees
- B. Service to community, non-profit or professional organizations
- C. Service to other university college units
- D. Offices held and active participation in organizations of the discipline or profession

Section 7: School Faculty Meetings

3.7.1 Meeting Frequency and Special Meetings

Regular meetings of the School of Music faculty are scheduled monthly in September, October, November, December, February, March, April, and May. However, the Director may call other meetings of the School of Music as frequently as necessary during the regular academic year. At least one week’s notice must be given before meetings are held.

3.7.2 Faculty-Requested Meetings

The Director shall call a School of Music meeting upon written request to her/him signed by at least six (6) members of the Music Faculty who have one vote in School affairs. Such meeting shall then be held no later than twenty (20) calendar days after receiving the petition.

3.7.3 Notifications and Agendas

All faculty members should be notified of meetings by written memorandum or email at least two days prior to the meeting. Notification should include the purpose of the meeting, and, if possible, an agenda.

3.7.4 Minutes

Minutes shall be taken of each School meeting. Copies of such minutes shall be distributed to School members no later than one week following the meeting.

3.7.5 Quorum

A quorum shall consist of a simple majority of members who have one vote in School affairs in addition to the Director. Proxies must be submitted in writing. A quorum for all Personnel decisions shall be 2/3 of the full-time faculty eligible to vote. Absentee ballots must reach the School Director by the voting deadline.

3.7.6 Voting Regulations

All decisions made by the Music Faculty (see Chapter 3, Section 1), except those affecting changes in Bylaws (see Chapter 1, Section 3), shall be by majority vote of the faculty eligible to vote. The Director may vote only in the case of a tie or to cause a tie.

Section 8: Robert's Rules of Order

3.8.1 Guideline

Proceedings of the School of Music shall be conducted according to the most recent edition of Robert's Rules of Order, except where they conflict with these Bylaws, which shall take precedence.

Appendix 1: Bylaws Committee Membership, 2017–2019

The following committee members were responsible for the current draft of the Bylaws:

2017–2018

- Jonathan Rhodes Lee, chair
- Tod Fitzpatrick
- Wei-Wei Le
- Dean Gronemeier

2018–2019

- Jonathan Rhodes Lee, chair
- Wei-Wei Le
- Kimberly James
- Dean Gronemeier

Appendix 2: Non-Substantive Changes to Bylaws Implemented Spring 2019

The following **non-substantive** changes were made at the discretion of the Chair of the Bylaws Committee in Spring 2019 (Lee). The term **non-substantive changes** indicates that these changes do not affect the letter of the bylaws, and are designed only to correct typographical errors, to standardize the numbering/labeling scheme across the bylaws, and to make the bylaws easier to navigate.

- Re-typeset the bylaws
- Implemented MS Word's Headings features
- Generated Table of Contents
- Added named headings to all numbered line items to create a standard layout throughout the bylaws
- Numbering changes to correct small errors and to standardize the presentation of information throughout the bylaws, as follows:
 - Added: 2.1.1 Responsibilities of the School Director
 - 2.1.1 renumbered 2.1.1.1
 - 2.1.2 renumbered 2.1.1.2
 - 2.1.3 renumbered 2.1.1.3
 - 2.1.4 renumbered 2.1.1.4
 - 2.1.5 renumbered 2.1.2
 - 2.1.6 renumbered 2.1.3
 - 2.1.7 renumbered 2.1.4
 - 2.1.8 renumbered 2.1.5
 - 2.1.9 renumbered 2.1.6
 - 2.2.1 and 2.2.2 swapped to mirror structure of Director (Responsibilities, Appointment)
 - 3.2.1-3.2.3: Headings and subheads re-numbered to match all other sections
 - 3.5.3 and all subsidiary numbers re-numbered to match formatting of other sections

Appendix 3: Substantive Changes to Bylaws Implemented Spring 2019

Note: What follows is a reproduction of the proposed changes that were circulated to the Music Faculty in Spring 2018. All proposed revisions were overwhelmingly approved by the faculty in an anonymous Qualtrics vote.

Introduction

The revisions proposed below are the result of meetings of the School of Music Bylaws Committee in Spring 2018. They are made on the following guiding principles:

- School of Music Bylaws (“unit” bylaws) are overruled by College of Fine Arts Bylaws, the NSHE Code, and the Bylaws of the Graduate College. Where conflicts between the School of Music Bylaws and any of these other sets of Bylaws, we are recommending deletion of School of Music Bylaws, since we are already governed on these issues by these superior documents.
- The Bylaws Committee feels that many of the elements in the Bylaws are not, in fact, Bylaws, but general descriptors and guidelines for individual duties. As many of these lists are incomplete, vague, or simply incorrect, we feel that these items are better included in a Faculty Handbook, which is more easily revised than the Bylaws.
 - This observation leads us to observe that there is no Committee or regularly convening body to maintain and update the Faculty Handbook. If the Music Faculty deems it desirable to have both a set of Bylaws and a Faculty Handbook, then the latter document needs regular revision and oversight apart from the Bylaws Committee.
- Proposed additions are indicated with underlining.
- Proposed deletions are indicated by strikethrough.
- Rationale for each change is given beneath the proposed changes.

Proposed revision 1

The current draft of the Bylaws refers to full-time faculty members in the School of Music under various terms: “faculty of music,” “academic faculty,” and “full-time faculty.” We propose standardizing this terminology, and referring to the “Music Faculty,” specifying “full-time” where necessary.

Items that this change affects are as follows (numbering reflects most recently approved Bylaws version, October–November 2016):

- 2.1.1
- 2.1.3
- 2.1.9
- 2.2.3
- 3.1.3
- Section 3 header
- 3.3.2
- 3.6.2
- 3.6.6.

Proposed revision 2

The School of Music is currently considering whether or not to drop our affiliation and accreditation with NASM. We propose removing all references to NASM in our Bylaws to avoid future compliance issues and need for revision. (None of the references to NASM in the current Bylaws are prescriptive, anyway; all fall under descriptions of duties of the Director.)

Items that this change affects:

- Organization of the School of Music (descriptive paragraph)
- 2.1.1.e
- 3.5.4.1

Proposed revision 3

Rationale:

The School of Music has revised the B.A. design, as recently approved by University committee. This revision removes the distinction between subtypes of B.A., offering one coherent Bachelor of Arts in Music. The Bylaws are therefore out of date in 1.2.1.1, where the parenthetical subplans need removal. With the removal of this parenthetical indication, the parentheses in 1.2.1.2 become superfluous and can also be deleted (so long as subplans of study are indicated somewhere in official School of Music Documentation, such as the handbook).

1.2.1.1 Bachelor of Arts in Music ~~(History and Literature, Recital)~~

1.2.1.2 Bachelor of Music ~~(Composition, Jazz Studies, Music Education, Performance)~~

Proposed revision 4

Rationale:

The description of the Associate Director's duties are inaccurate, and the Bylaws Committee feels that these are best placed in the Faculty Handbook and replaced in the Bylaws with a simple job description.

Section 2 Associate Director

- 2.2.1 The School Director may appoint an Associate School Director after a selection process in which full-time faculty members of the School submit applications to the Director. The Director will make the selection in consultation with the Dean of the College.
- ~~2.2.2 The Associate School Director serves as a resource for students, faculty, administrators, and the larger community through work in the areas of advising, campus and community engagement, facilities, and compliance.~~
- ~~2.2.2 Responsibilities of the Associate Director include, but are not limited to:~~
- ~~—— a. Serve as representative of the School Director, and is responsible for the general administration of the School, in the absence of the School Director.~~
 - ~~—— b. Supervise performance/service scholarship process, including distribution, notification, and documentation.~~
 - ~~—— c. Supervise Web Grading, including submission of grades by University deadline, coordination of independent study/special topics grading, and full completion of term grade submission.~~
 - ~~—— d. Supervise Music Scheduler, including facility and concert scheduling, Convocation scheduling, and printed program preparation.~~
 - ~~—— e. Supervise Facilities/Security personnel, including coordination of work requests in response to facility concerns.~~
 - ~~—— f. Supervise Piano Technician.~~
- 2.2.3 The length of term of office shall be three (3) years, except as otherwise negotiated with the prior approval of a simple majority vote of the full-time faculty of music, by the Director, Dean, Executive Vice President & Provost, and President. The old term of office will terminate on the last day of June and the new term of office will begin on the first day of July.
- 2.2.4 In the event that the School Director is incapacitated, the Associate Director shall serve as Director for no more than thirty days. If the Director is incapacitated for more than thirty days, an interim Director must be elected using the same method established for electing the School Director (Chapter 2, Section 2.1.5).

Proposed revision 5

Rationale: Given our recent conversations with the Dean surrounding the re-appointment process for School Directors, the Bylaws Committee feels that it is prudent to adjust language to reflect the actual practice of re-appointment. Namely: although both our Bylaws and the College Bylaws state that units choose their Directors on their own terms, the NSHE Code states that all unit Directors and Chairs serve at the pleasure of the President. In the case of a dispute between a Department/School and a Dean, the President will make the final call. In effect, therefore, the Music Faculty's vote on this matter is indeed advisory to the Dean, just as the Dean's vote is advisory to the President.

Following the proposed revision, this report includes the language from all the other relevant Bylaws.

2.1.5 Appointment. The appointment of the School Director will be determined by a simple majority vote of the full-time faculty eligible to vote, following a method and instructions provided by the Dean's office. ~~Voting is done by secret ballot.~~ The individual recommended for the position of Director is forwarded as advisory to the Dean for approval and then to the Executive Vice President & Provost and President for final approvals.

2.1.6 Term. The length of term of office shall be three (3) years, except as otherwise negotiated with the prior approval of a simple majority of the full-time faculty eligible to vote by the Dean, Executive Vice President & Provost, and President. The old term of office will terminate on the last day of June and the new term of office will begin on the first day of July. The Director shall be re-appointed using the same procedure described in Chapter 2, Section 2.1.5.

Relevant language from other Bylaws (see next page):

NSHE Code:

Section 1.6 Administrators

1.6.1 Appointment of Administrators

- (a) The appointment of the heads of administrative units below the level of vice president within a System institution, including department chairs, and all other persons reporting directly to the institutional President shall be made by the President. In the process of making such an appointment, the President or his or her designee shall consult with faculty of the appropriate administrative unit. Persons appointed to such positions shall serve solely at the pleasure of the President. Department chairs as administrators shall be directly responsible to their supervisor or supervisors for the operation of their departments.

UNLV Bylaws:

- 10.8 Selection of Department Chairs, Associate/Assistant Deans, and School Directors. Except as provided in Section 10.8.5, the department chairperson or school director is the person, regardless of contractual title, who prepares the annual evaluations of academic faculty in a department. Chairs and directors are appointed by the president in accordance with Chapter 1, Section 1.6 of the NSHE Code. (11/09)
- (a) The departmental or school faculty shall nominate the chairperson/director, including external candidate, by vote according to departmental or school bylaws.
 - (b) In the event the departmental or school faculty is unable to nominate a chairperson, the appropriate dean shall nominate the chairperson after giving faculty of the department or school and related departments no less than two working days prior notice of that nomination.
 - (c) In the event that the candidate for chairperson nominated by the faculty is unacceptable to either the dean or the provost, the department or school shall be provided the opportunity to either nominate another candidate, or make its case directly to the president. If the department or school is unable to nominate a chairperson acceptable to the president, the appropriate dean shall nominate the chairperson after giving faculty of the department or school and related departments no less than two working days prior notice of that nomination.
 - (d) The dean may nominate an interim chair from outside the department or school for a period of one academic year.
 - (e) No search for an external chair shall be conducted without prior notice to the department or school faculty of no less than two working days.
 - (f) The dean may appoint an associate/assistant dean, permanent or interim, from within the college or school only after establishing an equitable, documented process for consulting with the faculty of the college/school. Such consultation shall be in accordance with unit bylaws and established policies and procedures. The dean shall elicit and utilize feedback from unit faculty for the annual evaluation of associate/assistant deans. (11/09 & 4/17)
- (B/R 6/06)
- 10.8.1 Term of Office. The initial term of office of a chair shall be three (3) or 5 (5) years, with the possibility of renewal for terms of three (3) years. (B/R 6/06)
- 10.8.2 Qualifications. The department chair or school director shall be a tenured member of the faculty, with a rank of IV or III. Exceptions may be made only by the express written consent of the dean and the Executive Vice President and Provost. (B/R 3/03)
- 10.8.3 Method of Appointment. The name of the nominee for the department chairship or school director shall be forwarded by the dean, through channels, for appointment by the president. (B/R 10/96)
- 10.8.4 Procedures for Removal from Office. Department chairs or school directors may be removed from office during their terms by the president. The Executive Vice President and Provost, deans, or departmental or school faculty, in accordance with unit bylaws, may seek removal of a chair. (B/R 10/98)

10.8.5 Directors Equivalent to Deans. A director of a school, where equivalent to a Dean, is exempt from this section, and subject to the sections of the Bylaws related to College Deans. (B/R 6/06)

College of Fine Arts Bylaws

- 2.6 The method by which Chairs and the Director of the School of Architecture are appointed shall be determined by the members of each unit as defined in 1.6. The individual recommendations for chairs and directors are forwarded to the Provost and President for approval following approval by the Dean. The length of term of office shall be three years except as otherwise negotiated by the Dean, Provost, and President. After consultation with the staff of the Performing Arts Center, the Dean shall forward recommendation for the appointment of the Director of the Performing Arts Center to the Provost.
- 2.7 The Chair/Director shall be responsible for the administration of each unit.
- 2.8 In accordance with each unit's bylaws, the voting members may seek removal of the Chair/Director. Upon formal written request, the removal shall be considered by the Dean and may be forwarded to the Provost and President for final action.
-

Proposed revision 6

Rationale:

The descriptions of the job duties of the Undergraduate Coordinator do not reflect current practice in that they specify duties that are not currently being fulfilled (e.g., semesterly meetings with the Director and Associate Director), that are being fulfilled by other staff members (coordinating semester juries), and they omit many other duties that the Undergraduate Coordinator attends to. We suggest, therefore, that the proper place for an outline of duties is in the Faculty Handbook, which can be regularly updated to reflect the changing duties of the Coordinator.

- 2.4.3 The Undergraduate Coordinator shall be responsible for matters pertaining to undergraduate study in music, as described in the Faculty Handbook: including:
- ~~a. Coordinating the undergraduate registration and advising.~~
 - ~~b. Training advisors, in conjunction with the Director, as needed in aspects of curriculum and academic advising.~~
 - ~~c. Convening semester music major meetings with the Director and Associate Director.~~
 - ~~d. Sending letters to applicants to keep them informed of their application status, auditions and/or placement tests, scholarships, service awards, or other School of Music financial aid offers.~~
 - ~~e. Scheduling and coordinating of semester juries.~~

Proposed revision 7

Rationale:

We propose the same simplification of the Grad. Coordinator's description as that for the Undergrad. Coordinator. (See comment under **Proposed revision 4.**)

- 2.3.4 The Graduate Coordinator manages matters pertaining to graduate study in music, as described in the Faculty Handbook, including:
- a. ~~Administering the graduate curriculum, comprehensive and qualifying examinations;~~
 - b. ~~Overseeing graduate admissions, student progress, and eligibility;~~
 - c. ~~Serving as liaison between the School of Music and the Graduate College, serving on the Graduate Council, and serving on at least one committee within the Graduate College, and~~
 - d. ~~Chairing the School of Music Graduate Committee.~~

Proposed revision 8

Section 3 Responsibilities of Members of the Faculty of Music

Rationale:

Some members of the Committee feel that this opening paragraph of **Section 3** should be struck altogether, since these basic principles are adjudicated by Bylaws at higher levels. Other members wish for these ideas to remain as basic guiding principles. All members of the Committee agree that the paragraph standing alone makes no sense, and that if the principles are important enough to include, then they need official line item numbering to be a proper part of the Bylaws. As the simplest change, we recommend giving this bylaw its own line-item number.

~~Faculty members of the School of Music recognize that there may be differing opinions among members when discussing personnel and other issues. Members are required to observe confidentiality when discussing personnel matters. Discussions and decisions concerning personnel and other sensitive issues shall be based on documented and verifiable data. Members are expected to speak with honesty, integrity, and collegiality, and to bear in mind constantly the responsibility of serving the highest common good of the School.~~

Replace with:

- 3.3.1 School of Music Faculty will adhere to the following basic principles of cooperation and collegiality:
- a. Recognize that there may be differing opinions among members when discussing personnel and other issues.
 - b. Observe confidentiality when discussing personnel matters.
 - c. Base discussions of personnel and other sensitive issues on documented and verifiable data.
 - d. Observe confidentiality when discussing personnel matters. Speak with honesty, integrity, and collegiality, bearing in mind the responsibility of serving the highest common good of the School of Music.

Proposed Revision 9

Rationale:

The Committee believes the following:

- that 3.3.1.a is too vague to be of use in governing the School of Music.
- that our revision of 3.3.1.b encompasses the ideas that 3.3.1.a tries to express.
- That the ideas struck in 3.3.1.d are already expressed in 3.5.2.1, where they are more appropriate; they do not need duplication here.

N.B.: If **Proposed Revision 6** is accepted, this Bylaw would become 3.3.2.

- 3.3.1 Full-time faculty shall be responsible for ~~tasks including, but not limited to, the following:~~
- ~~a. Translating programs into cost amounts in order to request necessary funding.~~
 - ~~b. When appropriate, working in consultation with the School Director to establishing priorities for allocation of within the School budget after funding by the College.~~
 - ~~c. Electing the Director of the School.~~
 - ~~d. Serving on School committees. (See also 3.5.2.1) Lecturers, Visiting Lecturers, and Faculty in Residence may serve on all School of Music committees. However, because of their teaching loads, they are not required to serve.~~

Proposed Revision 10

Rationale:

The information conveyed in 3.3.2.2 merely restates the information in 3.3.2.1. The information in 3.3.2.1 is already present in 3.5.7, where it is more appropriate, since that line item deals with the Personnel Committee.

~~3.3.2.1 Only tenured and tenure-track faculty and faculty in residence (excluding Directors, Assistant and Associate Deans and Deans) may serve on School personnel committees, attend personnel committee meetings at which recommendations for promotion, tenure, merit or annual _____ evaluations will be made, or vote in such meetings (UNLV Bylaws, Title 5, Chapter 6, Chapter III, Section 6.1.A.)~~

~~3.3.2.2 In the School of Music, however, only tenured and tenure-track faculty may _____ serve on the Personnel Committee.~~

Proposed Revision 11

Rationale:

At present, the entire faculty does not give full approval for Graduate Faculty status. In practice, this is handled efficiently between the Director and the Graduate College. It is anticipated that the School Director will consult with the Division Coordinators, and will bring extraordinary cases to the attention of the Music Faculty (e.g., our current issues regarding our desire that current faculty without terminal degrees should be "grandfathered in," and allowed to supervise DMA Documents.)

- 3.4.1 Graduate faculty shall be selected on the basis of their qualifications and the needs of the program as articulated by the Graduate Committee and approved by the Director of the School of Music in consultation with the Music Faculty. ~~and must be approved by the entire School of Music graduate faculty.~~

Proposed Revision 12

Rationale: Amending the Bylaws is the charge of the Bylaws Committee, not the Executive Committee.

- 3.5.5.2 The Executive Committee serves in an advisory capacity to the School Director on matters of budget, mission, and other issues as needed, opens lines of communication between the School Director and the faculty, and discusses pertinent proposals and philosophies, ~~and amends School bylaws as needed.~~

Proposed Revision 13

3.5.3 The School of Music shall have the following standing committees:

See beneath "Rationale" for changes

Rationale:

The Committees section 3.5.3 has two problems:

- It is unnecessarily duplicative in its structure, listing committees and then defining them as separate line items.
- It omits description of the Bylaws Committee's duties.

We therefore recommend the following changes:

1. Delete section 3.5.3 as follows:

3.5.3 The School of Music shall have the following standing committees:

- ~~a. Curriculum Committee~~
- ~~b. Executive Committee~~
- ~~c. Graduate Committee~~
- ~~d. Personnel Committee~~
- ~~e. Recruitment Committee~~
- ~~f. Scholarship Committee~~
- ~~g. Undergraduate Committee~~
- ~~h. Bylaws Committee~~

2. Renumber descriptive paragraphs 3.5.4–3.5.11 as 3.5.3.1–3.5.3.9

3. Insert the following description of the Bylaws Committee:

3.5.3.x.1 The Bylaws Committee shall consist of four members of the Music Faculty drawn from various Divisions of the School of Music, and appointed by the School Director.

3.5.3.x.2 The Bylaws Committee shall be responsible for proposing changes in the Bylaws of the School of Music, for interpreting the Bylaws (subject to review by the Music Faculty), and for determining the conformity of the Bylaws to those of higher governing authorities, such as the College, University, and NSHE.

4 **Proposed Revision 14**

Rationale:

The phrase below has been inserted simply for clarification of meaning.

3.5.7.6 The membership of the Personnel Committee, whenever possible, shall be representative of each Division intrinsic to the discipline of the candidate(s) under consideration for promotion and/or tenure.

Proposed Revision 15

Rationale:

This phrase is superfluous. Tenure-track faculty may not sit on the committee at all, therefore it is impossible for a tenure-track faculty member to be made chair.

3.5.7.7 The Personnel Committee shall elect its chair annually. ~~Tenure-track faculty may not serve as chair.~~

Proposed Revision 16

Rationale:

"Reallocation" implies taking money away from one student and giving it to another. This bylaw is referring simply to "allocation."

3.5.9.1 The Scholarship Committee oversees the ~~re~~allocation of scholarships.

In coordination with the Recruitment Committee, the Committee sets the audition dates for the School of Music and administers the audition day's activities.

Proposed Revision 17

Query:

As discussed in our last faculty meeting, the School of Music is very much out of compliance with this Bylaw. Does the Music Faculty desire minutes to be taken of these meetings? If so, someone needs to be appointed or needs to volunteer to take these minutes. Does the Music Faculty wish for the Bylaws to stipulate whose duty this should be?

3.6.4 Minutes shall be taken of each School meeting. Copies of such minutes shall be distributed to School members no later than one week following the meeting.

Appendix 4: Vote results, Promotion and Tenure Standards for Tenure-Track Academic Ranks, 2020–

The Promotion and Tenure Standards included in these Bylaws were approved by the Faculty of the School of Music by secret ballot using the Qualtrics system on April 3, 2019. The results of the vote were as follows:

- Yes: 23
- No: 4
- Abstention: 1
- Total votes cast: 28