

**UNIVERSITY OF COLORADO BOULDER  
COLLEGE OF MUSIC  
FACULTY BYLAWS**

*As of November 30, 2020*

## INTRODUCTION

University of Colorado bylaws, policies, or rules are subject to the current laws and actions of the Regents and to other University policies and procedures as described generally in the Faculty Handbook (<https://www.cu.edu/office-academic-affairs/faculty-handbook>) and as subsequently revised. Each bylaw, policy, or rule is intended to be interpreted and applied in a manner consistent with current Regents' laws and actions and other University policies and procedures. In the event of a conflict, Regent laws, actions, policies, and procedures of the University shall control.

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# **FACULTY BYLAWS**

## **CHAPTER I**

### **ORGANIZATIONAL STRUCTURE**

## **A. Dean**

### **1. General Administration**

The Dean serves as principal administrative officer and appointing authority for the College of Music. He/she represents the College to the upper administration; chairs Leadership Council and faculty meetings; delegates, as appropriate, areas of responsibility not limited to those listed below; is responsible for meeting academic standards, setting and maintaining balanced budgets, faculty and staff appointments, graduate and undergraduate enrollment, and for the overall excellence of the College. He/she consults with the faculty regarding program content and standards and curriculum development, and serves as the primary liaison to NASM. In the current governance structure, the Dean reports to the Provost of the CU Boulder campus.

### **2. Personnel**

The Dean is responsible for faculty and staff appointments, assignments, and workloads. He/she ensures that the College adheres to University policies and procedures with respect to reappointment, promotion, and tenure; assists the faculty in carrying out their duties and attends to their concerns; and is responsible for administrative and staff performance evaluations.

### **3. Budget**

The Dean is responsible for financial planning and maintaining balanced budgets. He/she consults with the Leadership Council annually on the allocation of available funds and is responsible for the allocation of merit aid funds for student recruitment.

### **4. Public Relations and Fundraising**

The Dean represents the College in the community and in the region, and at state and national conferences. He/she is responsible for public relations activities, outreach, and maintaining partnerships with other arts organizations in the region, as well as for fundraising and overseeing the College's fundraising operations.

### **5. Other**

The Dean attends to students' concerns, especially those which have been referred by the faculty, the Chairs, or the Associate Deans.

## **B. Dean's Cabinet**

### **1. Membership**

The Dean, at his/her discretion, may form a Cabinet of senior faculty and staff leaders in the College of Music. Cabinet membership is at the discretion of the Dean.

The Dean's Cabinet is currently comprised of the Associate Dean for Enrollment Management and Undergraduate Studies (rostered faculty), the Associate Dean for Faculty Affairs and Operations (rostered faculty), the Associate Dean for Graduate

Studies (rostered faculty), the Assistant Dean for Advancement (staff position), the Assistant Dean for Budget and Finance (staff position), the Assistant Dean for Concerts and Communications (staff position), and the Executive Assistant to the Dean (staff position).

## **2. Associate Dean for Enrollment Management and Undergraduate Studies**

### **a. Representative of the Dean**

He/she is responsible for the general administration of the College and serves as a representative of the Dean, as needed.

### **b. Enrollment Management**

He/she is responsible for coordinated and effective strategies that help the College of Music achieve and maintain its target recruitment, retention, and graduation rates of students.

### **c. Undergraduate Studies**

i. He/she is responsible for admissions, undergraduate orientation, scholarships, coordination of advising, graduation evaluations, scholarship probation and suspension, academic discipline, proficiency reports, coordination of undergraduate recruiting, preparing reports related to undergraduate studies, and implementing curricular changes.

ii. He/she is an ex-officio member of the Curriculum Committee.

iii. He/she co-chairs the Academic Policy Committee.

### **d. Other**

i. He/she is an ex-officio non-voting member of the Leadership Council.

ii. He/she shall hold teaching responsibilities and pursue research/creative work as approved by the Dean.

iii. He/she is responsible for the allocation of available funds for undergraduate student professional development.

## **3. Associate Dean for Faculty Affairs and Operations**

### **a. Representative of the Dean**

He/she is responsible for the general administration of the College and serves as a representative of the Dean, as needed.

## **b. Faculty Affairs**

- i. He/she implements and provides support for key faculty affairs processes including committee elections and membership, promotion and tenure, sabbaticals, and post-tenure reviews.
- ii. He/she provides preliminary advisement to colleagues on appropriate faculty affairs topics.

## **c. Operations**

He/she is responsible for supervision of operational matters and the staff members who carry them out in the following areas:

- i. Building scheduling.
- ii. Facility building projects, renovations, and office moves/assignments.
- iii. General instrument maintenance and purchases.
- iv. Audio recording and engineering.
- v. Instructional classroom technology.
- vi. Piano maintenance.
- vii. Lockers.
- viii. Programmatic support for large ensembles.
- ix. Recital and concert scheduling and processing.
- x. Live-streaming services.

## **d. Summer Session and Summer Programs**

- i. He/she is responsible for determining and developing the course schedule and faculty assignments for CU Summer Session.
- ii. He/she provides administrative oversight for summer and other interim session academic programs.

## **e. Other**

- i. He/she is an ex-officio non-voting member of the Leadership Council.

- ii. He/she shall hold teaching responsibilities and pursue research/creative work as approved by the Dean.

#### **4. Associate Dean for Graduate Studies**

##### **a. Representative of the Dean**

He/she is responsible for the general administration of the College and serves as a representative of the Dean, as needed.

##### **b. Coordinator of Graduate Studies**

i. He/she is responsible for graduate admissions, assistantships, fellowships, scholarships, coordination of advising, monitoring degree progress, evaluations, coordination of graduate examinations, coordination of graduate committees, averaging and submitting committee-awarded grades, working with the Graduate School, coordination of graduate recruiting, assisting with job placement, and implementing curricular changes.

ii. He/she is an ex-officio member of the Curriculum Committee.

iii. He/she co-chairs the Academic Policy Committee.

##### **c. Other**

i. He/she is an ex-officio non-voting member of the Leadership Council.

ii. He/she shall hold teaching responsibilities and pursue research/creative work as approved by the Dean.

iii. He/she is responsible for the allocation of available funds for graduate student professional development.

#### **5. Assistant Dean for Advancement**

The Assistant Dean for Advancement leads the advancement team that supports the College of Music.

#### **6. Assistant Dean for Budget and Finance**

The Assistant Dean for Budget and Finance serves as the managing financial officer for the College of Music.

### **7. Assistant Dean for Concerts and Communications**

The Assistant Dean for Concerts and Communications leads the concerts and communications team that markets and promotes College of Music performances and other activities; curates the Artist Series, and serves as Executive Director of CU Presents.

### **8. Executive Assistant to the Dean**

The Executive Assistant to the Dean provides administrative support to the Dean, particularly in areas related to long-range planning, strategic initiatives, program review, accreditation, and facilitates communications for the Dean.

## **C. Departments, Centers, and Programs**

1. The College of Music comprises the following departments: Brass and Percussion, Conducting, Jazz Studies, Music Education, Musicology, Piano and Keyboard, Strings, Theory and Composition, Voice and Opera, and Woodwinds. (The College of Music uses “department” as a working term to reflect the organization of its academic programs.)

2. The following centers are based in the College of Music: American Music Research Center and Entrepreneurship Center for Music. (These centers require campus-level authorization by the Academic Review and Planning Advisory Committee and the Research and Innovation Office. This authorization must be renewed every seven years.)

3. The following freestanding program is based in the College of Music: Musicians’ Wellness Program. (Programs named in honor of College of Music supporters are not included in this section.)

## **D. Department Chairs**

1. Department Chairs shall be elected by the faculty of their departments, normally to a three-year term. Elections shall occur in the final year of the incumbent’s appointment.

2. Department Chairs shall:

a. Provide leadership in the activities and development of the department.

b. Evaluate pre-tenured faculty in the department and submit an annual written evaluation to the Chair of the MEC. Submission of a written evaluation of Instructors and tenured faculty to the MEC is optional.

- c. For faculty within the department undergoing review for reappointment or promotion, provide the PUEC with a written evaluative summary on behalf of the department after receiving input from members of the department.
- d. Preside over departmental meetings and maintain departmental records.
- e. Submit schedules of course offerings as requested.
- f. Coordinate all jury and performance examinations (performance departments.)
- g. Assign, supervise, and evaluate graduate teaching assistants (or delegate this responsibility), especially in the areas of teaching effectiveness, appropriateness of repertoire, course content, and grading policies and practices.
- h. Monitor recruiting efforts by department faculty, giving advice when appropriate to enhance the recruiting effectiveness of the department.
- i. Serve as ex officio, voting members of Leadership Council.
- j. Coordinate merit aid and budget requests.
- k. Coordinate departmental admissions activities and auditions (performance departments.)
- l. Monitor budgetary allocations to the department.
- m. Coordinate chamber ensemble assignments and grades (or delegate this responsibility.)
- n. Coordinate sabbatical leave requests and assist faculty in developing replacement plans for sabbaticals.

#### **E. Center and Program Directors**

1. Center and Program Directors shall be appointed by the Dean for an indefinite term of service.
2. Center and Program Directors shall:
  - a. Provide leadership in the activities and development of the center or program.
  - b. Preside over center or program meetings and maintain center or program records.

- c. Submit schedules of course offerings as requested.
- d. Assign, supervise, and evaluate graduate teaching assistants (or delegate this responsibility), especially in the areas of teaching effectiveness, appropriateness of repertoire, course content, and grading policies and practices.
- e. Monitor budgetary allocations to the center or program.

## **F. Faculty**

1. The Faculty includes all College of Music tenured, tenure-track, Artist-in-Residence, Teaching Professor, Senior Instructor, Instructor, and Lecturer faculty. Voting rights are limited to tenured, tenure-track, Teaching Professor, Senior Instructor, and Instructor faculty appointed half time or more, and may be further limited below. For the purposes of voting, a quorum shall consist of 60% of the eligible faculty.
2. The Faculty shall meet as a whole at least two times per semester. Responsibilities are those determined by the Board of Regents. Faculty shall also:
  - a. Meet all assigned teaching responsibilities.
  - b. Maintain at least two office hours (or the equivalent availability) per week for student consultation.
  - c. Engage in admissions and recruitment activities.
  - d. Serve on student committees.
  - e. Maintain a record of professional activities commensurate with University expectations.
  - f. Participate fully in governance matters of the College and exercise their right to vote.
3. Faculty are expected to engage in professional activities in keeping with the mission of a major research university and to meet expectations for merit increases, promotions, reappointment, and tenure.

## **G. Leadership Council and Major Committees**

### **1. Leadership Council**

a. The Leadership Council is chaired by the Dean (non-voting) and comprised of the chairs of each of the College's departments (voting), the Associate Deans (non-voting), and Head of Music Library (non-voting.) The Council's duties include reviewing and advising the Dean on policies and procedures related to the College's programs and related faculty and student matters.

b. The Leadership Council approves policy changes, additions, and deletions – as departmental delegates – except in any matters requiring a full faculty vote.

### **2. Primary Unit (PU) and the Primary Unit Evaluation Committee (PUEC)**

#### **a. Primary Unit (PU)**

The PU's function is to review and vote on faculty for reappointment, promotion, and tenure, according to Regent processes and procedures. The Primary Unit consists of all full-time tenured, tenure-track, Teaching Professor, Senior Instructor, and Instructor faculty in the College of Music.

#### **b. PU Chair**

The tenured and tenure track faculty shall elect the PU Chair from among the tenured faculty at the rank of full professor for a two-year term. The PU Chair shall lead all Primary Unit Evaluation Committee, PU, and Post-Tenure Review meetings.

#### **c. Primary Unit Evaluation Committee (PUEC)**

i. The PUEC shall consist of six faculty members; two elected from the artist faculty (composition, conducting, and performance); two elected from the research faculty (music education, music theory, and musicology); these four faculty shall serve two-year staggered terms. Elections are held in the late spring for the following year.

ii. For each candidate under review for reappointment, promotion, and/or tenure, two additional faculty members shall be named, as recommended to the PU Chair by the PUEC. Thus, each tenure-stream faculty member under review shall have its own PUEC, comprising the four-elected faculty plus the two selected by the PUEC for their committee.

iii. All members of the PUEC must be tenured and of either Associate or Full Professor rank. Upon completion of a two-year term, elected

committee members shall not be eligible for service on the PUEC or MEC for the next two academic years.

iv. Each year, one Senior Instructor shall be elected to join the PUEC during the spring semester to participate as a committee member on instructor reappointments and promotions.

**d. PU and PUEC Consideration of Reappointment, Tenure, and Promotion**

i. All rostered full-time tenured, tenure-track, Teaching Professor, Senior Instructor, and Instructor faculty are members of the Primary Unit and may participate in discussions for reappointment, tenure, and promotion. Discussions in PU meetings are confidential.

ii. The PU shall receive a Report from the PUEC on the candidate's evaluation, including an evaluation of teaching, which shall be based on observations by the PUEC and additional members of the faculty, interviews with students, letters from students, a review of Faculty Course Questionnaires (FCQs), and letters from faculty mentors. The PUEC shall also evaluate the candidate's record of professional activities and service. The PUEC shall solicit PU input and a PU vote. The PUEC shall then submit a final report to the Dean (made available to the faculty member), based on all information received. These processes are separate and distinct from the annual evaluation for merit pay.

iii. Only tenured faculty may vote in PU meetings leading to decisions regarding tenure and promotion to associate professor, and only faculty currently at the rank of full professor may vote in decisions regarding promotion to full professor. Pre-tenured assistant and associate professors may vote on reappointment decisions within their ranks only if they themselves have successfully undergone Comprehensive Review (reappointment.) Teaching Professors, Senior Instructors, and Instructors may vote on instructor reappointment and/or promotion actions only if they themselves have successfully undergone the same level of review. Before faculty may vote in a PU meeting, they must read evaluation dossiers and sign a register to that effect.

iv. If a faculty member finds it necessary to be absent from any PU meeting, he/she shall read the file, sign off, and place his/her vote in an envelope. This envelope shall then be placed in another envelope together with a signed stated reason for missing the meeting. Alternatively, a faculty member who finds it necessary to be absent from the meeting may submit a vote on the motion by email message to a designated staff member, who shall then record the vote but preserve

the confidentiality of the voter by holding the email in a confidential file until the personnel action has been finalized. The Chair of the PU shall ask the PU if it is willing to accept proxy votes at the meeting. The purpose of these procedures is to preserve the secret ballot process.

v. Collection of feedback: The PUEC shall solicit letters from students, possibly to include interviews and surveys, and observe teaching sessions by the candidate. Candidates may also solicit letters from CU faculty colleagues, students and former students, as well as colleagues not associated with CU, but should communicate with the Associate Dean for Faculty Affairs and Operations beforehand to ensure that the candidate is not soliciting from official external evaluators.

vi. Confidentiality: Letters and student evaluations submitted directly to the Dean's Office shall be placed in the candidate's confidential file. If students are unwilling to provide written communication due to a reluctance to express suggested areas for improvement that would then become part of the public record, such input may be provided orally to a PUEC member. At the discretion of the PUEC, such information can then be incorporated into the PUEC report in such a way as to preserve anonymity of the students.

vii. PUEC Meeting Protocols: The PUEC shall set aside meeting time for faculty who wish to provide direct input and may also invite various faculty to do so. The Committee shall review all relevant materials and write a report to be submitted to the PU. No vote is taken by the PUEC.

viii. PUEC Motions

a. Teaching Professor, Senior Instructor, and Instructor Reappointment: A vote of the PU shall be taken on a motion by the PUEC that the candidate should or should not be reappointed after considering the candidate's work in the areas of teaching and service. Votes shall be taken in the areas of both teaching and service, as well as an overall vote for reappointment.

b. Comprehensive Review (Reappointment): A vote of the PU shall be taken on a motion by the PUEC that the candidate is or is not making progress toward tenure after considering the candidate's work in the areas of teaching, research/creative activity, and service. A motion can also cite areas for improvement without triggering a negative vote.

c. Promotion to the rank of Associate Professor with tenure, and tenure decisions for Associate Professors: The PU vote shall be on a motion from the PUEC which has addressed each of the three categories, teaching, research/creative activity, and service, since the University requires that “Tenure may be awarded only to faculty members with demonstrated meritorious performance in each of three areas of teaching, research/creative work, and service, and demonstrated excellence in either teaching or research/creative work.” Additionally, faculty shall vote in the areas of “tenure and promotion” or “promotion.” The Vice Chancellor’s Advisory Committee (VCAC) defines “excellence” in teaching as extending beyond excellent teaching in the classroom, the studio, or on the podium. It is important to note that the VCAC considers “excellence” in teaching as grounds for a positive review only when there is a record of significant accomplishment above and beyond positive reviews of teaching by faculty and students, including but not limited to guest lectures and master classes, major accomplishments of students and former students, national teaching awards, major curriculum design and innovation, published teaching materials, etc.

d. Promotion to the rank of Professor: The PU vote shall be taken on a motion by the PUEC that “the candidate’s record, when taken as a whole, demonstrates excellence and continued growth since the time of tenure and promotion to Associate Professor.”

e. A vote of “abstain” for any part of the faculty member’s vote results in an overall vote of “abstain.” (One cannot vote “abstain” in one area of review and vote “yes” or “no” in the categories of reappointment, promotion, and/or tenure.)

### **3. Merit Evaluation Committee (MEC)**

a. The function of the MEC is to read and evaluate the annual Faculty Report of Professional Activities (FRPA) and any supporting materials for all College of Music rostered faculty.

b. The MEC shall consist of four faculty members: two tenured representatives each elected from artist faculty and research faculty to serve staggered two-year terms. Upon completion of a two-year term, elected Committee members shall not be eligible for service on the PUEC or MEC for the next two academic years. The Committee shall select its own Chair. The Committee shall use the criteria described in Chapter II of these bylaws.

c. Process

i. The MEC shall meet in the spring semester, deliberate on faculty ratings, and develop evaluative commentary in the areas of teaching, professional activity, and service. After the process, the MEC shall meet with the Dean to share its findings.

ii. The MEC shall base its findings on the record of the prior calendar year through the review of FCQs, the FRPA, any letters from the Department Chair, and any mentor letters commenting on teaching, plus any other relevant materials submitted by the faculty member. The MEC shall also consider comments and ratings from prior years, as well as any responses to prior MEC ratings from faculty members. This material is made available to the MEC to ensure consistency and fairness from year to year in the rating and evaluation process. (See the College of Music's statement on FCQs in Chapter II, Section F.1.b below).

**4. Curriculum Committee**

a. Responsibility: To review and update as appropriate undergraduate and graduate procedures, courses, and curricula, including undergraduate and graduate summer session offerings and music courses offered through the Division of Continuing Education. Significant changes in undergraduate and graduate procedures, courses, and curricula shall be sent to the full faculty for discussion and vote. The Associate Dean for Enrollment Management and Undergraduate Studies shall serve as an ex-officio member of the Curriculum Committee.

b. Membership: The Curriculum Committee shall be made up of one faculty representative elected from each department, normally to serve a three-year term. As appropriate, a single faculty member may serve as representative for two areas when the faculty member holds joint departmental appointments. In such cases, the faculty member would cast separate votes on behalf of each department. When members are on leave, an interim departmental representative shall be appointed by that department's Chair.

c. Process: Any member of the faculty may bring a proposal for a new course or curriculum, or substantial change to a course or curriculum for consideration by the Committee. The expectation is that such proposals shall have been discussed and approved within the faculty member's home department or the department where the course or curriculum shall reside, as appropriate. Typically, faculty considering a proposal for a new curriculum shall also consult with the Dean prior to submission to the Committee. Each proposal shall be considered by the full Committee and must pass a first reading, which shall often

include recommendations for changes. Upon a vote of approval after the second reading, the course or curriculum is forwarded to the Dean for approval. New curricula and substantial changes to existing curricula must first go to the full faculty for consideration and vote. Graduate courses and curricula also require the review and approval of the Graduate School. The approval process normally takes a minimum of six weeks; course or curriculum approvals shall normally be implemented in the academic year following approval.

## **5. Academic Policy Committee**

a. Responsibility: To review and update as appropriate undergraduate and graduate academic policy. Recommended academic policy changes shall be forwarded to the Leadership Council for approval; significant changes in academic policy shall be sent to the full faculty for discussion and vote. The Associate Dean for Graduate Studies shall serve as the non-voting Chair of this Committee.

b. Membership: The Academic Policy Committee shall be made up of one faculty representative elected from each department, normally to serve a three-year term. As appropriate, a single faculty member may serve as representative for two areas when the faculty member holds joint departmental appointments. In such cases, the faculty member would cast separate votes on behalf of each department. When members are on leave, an interim departmental representative shall be appointed by that department's Chair.

c. Process: Any member of the faculty may bring a proposal for a new or updated academic policy for consideration by the Committee. The expectation is that such proposals shall have been discussed and approved within the faculty member's home department or the department where the policy shall reside, as appropriate. Typically, faculty considering a proposal for a new academic policy shall also consult with the Dean prior to submission to the Committee. Each proposal shall be considered by the full Committee and must pass a first reading, which shall often include recommendations for changes. Upon a vote of approval after the second reading, the academic policy is forwarded to the Dean for approval. New academic policies must first go to the full faculty for consideration and vote. The approval process normally takes a minimum of six weeks; academic policy approvals shall normally be implemented in the academic year following approval.

## **H. Other Standing Committees**

The following committees are, unless noted below, appointed by the Dean, who reserves the right to change membership. Appropriate staff members may be added to these committees at the Dean's discretion.

### **1. Diversity Committee**

a. Responsibility: To develop plans and strategies to improve diversity and the climate for diversity and inclusion, and to serve as liaison to the Dean and faculty on all issues related to diversity and inclusion.

### **2. Library Committee**

a. Responsibility: The Committee shall work to act as a conduit between the College of Music and University Libraries regarding practices and policies. The Committee is advisory to the Music Library, and will meet as needed.

b. Membership: The Committee members shall consist of the Head of the Music Library, ex officio, and no fewer than three other faculty members, but always including at least one member from the research faculty areas (Music Theory, Musicology, and Music Education.) The Chair shall be appointed by the Dean. The Committee agendas will be drafted jointly by the Committee Chair and the Head of the Music Library.

### **3. Entrepreneurship Center for Music (ECM) Committee**

a. Responsibility: To consult and advise the Chair on activities, curriculum, and programs of the ECM.

b. The Committee members are appointed by the Associate Dean for Faculty Affairs and Operations in consultation with Department Chairs, the Dean, and the ECM Director. The Director of the ECM shall serve as Chair of the Committee.

### **4. Music Technology Committee**

a. Responsibility: To direct faculty, graduate instructors, and staff to available resources for their teaching, research, creative activity, and service duties; to provide expert advice to the College on the selection and implementation of technology products and services that support the instructional, research, and creative missions of the College; and to facilitate communication to and from faculty and staff regarding technology decisions at the university level.

b. The Committee members are appointed by the Associate Dean for Faculty Affairs and Operations in consultation with the Dean. The Chair of the Committee shall be appointed by the Dean.

## **5. Pendulum New Music Committee**

- a. Responsibility: To advise the Pendulum Artistic Director on new initiatives, programming, scheduling, and guests.
- b. The Committee members are appointed by the Associate Dean for Faculty Affairs and Operations in consultation with the Pendulum Artistic Director and the Dean. The Pendulum Artistic Director shall serve as Chair of the Committee.

## **6. Study Abroad Committee**

- a. Responsibility: To consider and recommend activities and/or programs to the College of Music faculty related to Study Abroad.
- b. The Committee members are appointed by the Associate Dean for Faculty Affairs and Operations in consultation with the Dean. The Chair of the Committee shall be appointed by the Dean.

## **7. Non-Major Studies Committee**

- a. Responsibility: To serve as an advisory body to the Non-Major Studies Coordinator, and to make recommendations to the College at large relating to the enhancement of course and degree options for non-major undergraduates. All curricular recommendations shall be forwarded to the Curriculum Committee for consideration and approval.
- b. The Committee members are appointed by the Associate Dean for Faculty Affairs and Operations in consultation with the Dean. The Non-Major Studies Coordinator shall serve as Chair of the Committee.

### **I. Ad Hoc Committees**

The Dean at his/her discretion may create ad hoc committees related to strategic planning or for other focused needs.

## **CHAPTER II**

# **PERSONNEL PROCEDURES AND POLICIES**

## **A. Appointment**

### **1. Search Committee Procedures**

- a. Once the Provost has approved a faculty search, the Dean shall appoint a search committee, which shall set forth the job qualifications and define the duties of the position. The Dean, in cooperation with the faculty search committee, shall post the position. The faculty search committee shall then review the files and recommend finalists to the Dean. Guidance and assistance throughout the search process shall be provided by Faculty Affairs, Human Resources, and the Associate Dean for Faculty Affairs and Operations.
- b. After the conclusion of interviews, the search committee shall submit its recommendations to the Dean, who may elect to confer with the full committee.
- c. On those rare occasions where consensus cannot be reached between the committee and the Dean, it may be necessary either to interview additional finalists or to reopen the search in a subsequent year, depending upon the nature of the circumstances and the strength of the applicant pool.
- d. In consultation with the search committee, the letter of appointment shall be explicit with respect to doctoral equivalency (if necessary), credit for years already served in rank (if any) and the schedule for reappointment and/or tenure, in accordance with University regulations. The search committee, with the Dean, shall determine if completion of an earned doctorate is required. If so, the starting appointment shall be at the rank of Instructor, with an explicit timetable for completion of the degree (see II. D.2 below) stated in the appointment letter.

### **2. The Doctorate**

- a. The College of Music expects that faculty in the areas of ethnomusicology, music education, music theory, and musicology shall hold earned doctorates, either at the time of appointment or shortly thereafter, as documented in the appointment letter (see II. D.2 below.) The College expects that many faculty in composition, conducting, and performance shall hold doctorates as well.
- b. The College further recognizes, however, that many highly qualified faculty candidates gain significant experience, commensurate with or exceeding that gained through doctoral studies, through professional experiences in music, especially in performance.
- c. With the approval of the Dean, search committees may establish job qualifications allowing them to consider candidates without the doctorate,

whose professional experiences equal or exceed those typically gained through doctoral studies.

## **B. Workload Policy of the College of Music (Tenured and Tenure-Track Faculty)**

### **1. Standard Workload Policy**

a. The standard distribution of work effort at the College of Music is:

- i. Teaching 40%
- ii. Research/Creative Activity 40%
- iii. Service 20%

### **2. Differentiated Workload Policy**

a. Faculty who find that their administrative assignments are significant (Associate Dean appointments, for example) or who wish to undertake particularly substantial research, creative activity, or teaching assignments additional to the norm, may, with the consent of the Dean, be assigned differentiated workloads, tailored to individual interests and capacities. Such adjustments are normally for fixed periods, although they may be renewed, and are made in writing, with the advice and consent of the appropriate Department Chair.

## **C. Teaching Loads**

### **1. Tenure-Track and Tenured Faculty**

a. Given the varying nature of teaching duties in music, including classroom instruction, ensemble conducting, and individual instruction (or some blended combination thereof), teaching loads shall be established on a case-by-case basis. Still, the following standards shall serve as a guide:

- i. Research faculty (music education, music theory, and musicology) shall normally teach two three-credit lecture-discussion classes (or the equivalent) per semester. Research faculty typically have significant additional responsibilities in the area of thesis/dissertation advising.
- ii. Applied faculty in brass/percussion, piano, strings, voice, and woodwinds shall typically teach the equivalent of 18 one-hour individual lessons per semester. Chamber music coaching and classes, as the individual lesson load permits, will reduce the individual lesson load accordingly.

iii. Conducting faculty shall typically lead two ensembles per semester or shall teach blended loads combining ensembles and classes.

iv. Composition faculty shall typically teach blended loads including individual instruction and classes.

v. Jazz Studies faculty shall typically teach blended loads including individual instruction, ensembles, and/or classes.

vi. For faculty teaching blended loads, six one-hour individual lessons shall normally equal one three-credit lecture-discussion class.

vii. The weighting of conducted ensembles varies highly depending on contact hours and the size and scope of the ensemble.

## **2. Instructors and Senior Instructors**

a. Instructors and Senior Instructors play a variety of teaching roles within the College of Music and the specific nature of their teaching loads shall be established on a case-by-case basis. Still, a standard of three three-credit lecture-discussion classes per semester shall serve as a guide.

## **D. Mentoring (for Tenure-Track Faculty)**

1. Pre-tenured faculty are highly educated and qualified individuals who are expected to take responsibility for their professional development, consistent with unit and campus standards for reappointment, tenure, and promotion. Nonetheless, mentoring by more senior and established teachers and scholars is an important component in the development of a successful academic career. Consequently, it is important that every new faculty member be provided an opportunity to obtain professional guidance from more senior and accomplished colleagues.

a. Ongoing mentoring from the associated departmental chair and colleagues is presumed. Additional mentors shall be assigned by the Dean for all new pre-tenured faculty members, pursuant to the following guidelines. The function of the mentor is to provide support and advice, to become acquainted with the teaching, research/creative activity, and service of the faculty member, and to provide a written commentary to both the faculty member and the Merit Evaluation Committee (MEC), if requested by the faculty member. The Dean retains primary responsibility for providing professional guidance consistent with reappointment, tenure, and promotion standards.

b. Mentor assignments typically last for four semesters (including the first full calendar year of service for the mentee) and are expected to rotate among the senior faculty. Mentors assigned by the dean are from fields outside the faculty member's area of specialty.

c. Mentors shall be expected to be familiar with College of Music standards for reappointment, promotion, and tenure. It is the responsibility of the Associate Dean for Faculty Affairs and Operations to review these standards each year with all new faculty and their mentors to clarify expectations.

d. Pre-tenured faculty members are expected to meet annually with the Dean to discuss workloads and goals for creative work and service for the academic year. The pre-tenured faculty member has the option of including their Department Chair in the annual meeting.

e. Tenured faculty members are encouraged to meet with the Dean occasionally to discuss and outline long-term goals, in the areas of teaching, research/creative activity, and service.

## **E. Instructor Policies**

### **1. Appointments and Reappointments**

a. Instructors and Senior Instructors are normally appointed for a three-year period and are reviewed by the PUEC in their final year for reappointment. The criteria for evaluation are defined by the terms of the initial contract. A typical workload for instructor-ranked faculty is comprised of 80% teaching and 20% service, but individual workload assignments may vary.

b. The College may consider the promotion of Instructors to Senior Instructor after they have held the rank of Instructor for at least seven years.

c. After a minimum of five years at rank, Senior Instructors who have been exemplary teachers and members of the university community may be considered for the title of Teaching Professor. This shall be a working title, with the individual still officially holding the rank of Senior Instructor. (See also II. D. 3 below.)

d. In keeping with policies set by Faculty Affairs, Senior Instructors (including Teaching Professors) are eligible for an abbreviated review every six years.

e. Instructor rank faculty are evaluated according to standard College of Music criteria for "meritorious" and "excellent" performance. Instructors with typical

(80-20) workload assignments are generally expected to demonstrate excellence in teaching and at least meritorious performance in service.

f. All Instructor reappointments require the candidate to submit a curriculum vitae, teaching statement, service statement, and supporting documents (for example, FCQs.) These materials shall be reviewed by the PUEC and made available to the full faculty for review, prior to a PU vote on the reappointment. At all levels, votes shall be taken on teaching activity, service activity, and an overall vote on reappointment. (See the College of Music's statement on FCQs at Section F.1.b below).

## **2. Promotion of Instructors to Tenure-Track Appointments**

a. Instructors can be promoted to Assistant Professors, tenure-track, only under the following conditions:

i. An Instructor in the College of Music applies for and is offered the position, during a national search for an Assistant Professor, tenure-track.

ii. In exceptional circumstances, the Department Chair of the appropriate discipline, with the approval of their Faculty, requests the promotion of the Instructor and a waiver of a national search. The PU votes on the request, and, if the vote is positive, the request is forwarded by the Dean of the College to the Provost, who must approve all search waivers.

iii. A new faculty member is appointed to the rank of Instructor after a national search for at least an Assistant Professor, tenure-track, as a result of an incomplete doctorate. In such cases, the terms and conditions of promotion to Assistant Professor, tenure-track, shall be clearly stated in the letter of appointment, with the express approval of the search committee.

## **3. Promotion of Senior Instructor to Teaching Professor**

a. The working title of Teaching Professor shall be given to a limited number of Senior Instructors to recognize a record of distinction. Since it is an honor, there is no expectation that the granting of this title shall occur at a point in the individual's career after five years in rank as Senior Instructor, nor is there an expectation that each Senior Instructor should seek this title.

b. To determine whether an individual shall be named Teaching Professor, faculty committees shall examine the nominee's teaching record, together with their service and leadership (including outreach and engagement), to determine whether this is a record of distinction.

c. A “record of distinction” typically carries the expectation that the individual has made a major impact within the College of Music and on its students (for example, in the areas of pedagogy and curriculum development.) This impact shall typically extend to the campus level and/or to regional or national discussions.

d. Multiple measures of exemplary performance constituting a record of distinction shall be used. Examples of multiple measures may include but are not limited to:

i. A record of exemplary classroom teaching.

ii. Contributions to course and curriculum development.

iii. Contributions to the scholarship of teaching and learning, including the following:

(a) Contributions to local or national workshops on teaching.

(b) Relevant publications such as textbooks, articles on pedagogy, etc.

(c) Work that improves teaching across multiple units.

(d) Papers, posters, or presentations on pedagogical topics delivered at conferences.

e. Evidence of leadership in teaching, as evidenced, for example, through mentoring of students or service on thesis committees.

f. Leadership and service that have an impact on the department, College, campus, and/or national communities.

g. Outreach to communities and partners beyond the University drawing upon the instructor’s expertise.

h. Practitioner experience in support of teaching.

i. Review process: When a Senior Instructor wishes to apply for promotion to Teaching Professor, or the Department wishes to nominate that person, the

Department shall call upon the PUEC to review and advance a nomination packet to include:

- i. A letter of nomination from the Chair.
- ii. One or more supporting letters (which may be from outside the College or campus.)
- iii. A curriculum vitae.
- iv. A teaching statement.
- v. A service statement.
- vi. A teaching portfolio that speaks to multiple measures of exemplary performance. The department shall vote on the granting of the title. If the vote is positive, the case shall be forwarded to the PUEC.

j. College review: Given the endorsement of the department, the nomination packet shall be reviewed at the College level by the PUEC. If that committee approves the nomination, it goes to the Dean. The Dean shall consider the nomination and, in approval, shall write a letter of support and send the case to the Provost.

k. Campus-level review: The Provost shall convene a committee composed of three vice provosts and four faculty members, selected by the Provost with the approval of the Boulder Faculty Assembly (BFA.) The four faculty members shall all be tenured faculty members, until sufficient numbers of Teaching Professors allow them to occupy two of the four faculty positions. The Provost, with the concurrence of the Chancellor, shall grant the title. Only positive recommendations shall move from level to level.

#### **F. Evaluation Criteria (Tenured and Tenure-Track Faculty)**

1. The activities of tenure-stream faculty are reviewed for reappointment, promotion, and/or tenure, as well as for merit pay consideration, in the areas of teaching, research/creative activity, and service. Tenure may be awarded only to faculty members with demonstrated meritorious performance in each of the three areas of teaching, research/creative activity, and service to the University and the faculty member's profession; and demonstrated excellence in either teaching or research/creative activity. To qualify for promotion to full Professor, a faculty member is expected to have an overall record that is judged to be excellent.

a. Teaching Activity: The following examples of teaching activity beyond normal

expectations are listed below in their approximate order of importance. Some of these activities may occur online. Faculty members may advocate for a change in the order of importance to fit their specific situations. Such requests must be supported by evidence furnished by the faculty member requesting the change. Faculty shall report these activities to the appropriate review bodies (for example: PUEC, MEC) and provide evidence of peer review when necessary.

i. Course development.

ii. Curricular development.

iii. Course revision.

iv. National Teaching Award.

v. Master classes, guest lectures, summer festivals, clinics or workshops presented at professional conferences or other universities (Extensive performance by the faculty member as part of the master class may warrant this activity to be listed more appropriately under Research/Creative Activity.)

vi. Relevant publications such as textbooks, articles on pedagogy, software development, etc.

vii. Papers, posters or presentations on pedagogical topics delivered at professional conference.

viii. Campus Teaching Awards.

ix. Master classes, Guest Lectures, Clinics or workshops presented at regional/local venues.

x. Placement of students into professional positions.

xi. Evidence of student success (awards, grants, competition winner, etc.)

b. The use of Faculty Course Questionnaires (FCQs): The administration and faculty of the College of Music recognize the impact of Faculty Course Questionnaires (FCQs), and acknowledge that they are not the only measure of evaluating educator performance as it relates to reappointment, tenure, promotion, post-tenure review of tenured faculty, and merit evaluation opportunities. FCQs provide an opportunity for student feedback and can help faculty members improve as teachers, but the Dean, MEC, PU, and PUEC shall not exclusively consider FCQs as an indicator of teaching quality, given that some

research demonstrates the potential for bias. Rather, FCQs shall serve as one part of the evaluative process as outlined elsewhere in these faculty bylaws.

c. Research and Creative Activity: The following examples of research and creative activities are listed below in their approximate order of importance. Publication may include physical media or research or creative activity for online distribution. Faculty members may advocate for a change in the order of importance to fit their specific situations. Such requests must be supported by evidence furnished by the faculty member requesting the change. Faculty shall report these activities to the appropriate review bodies (for example: PUEC, MEC) and provide evidence of peer review when necessary.

In cases where faculty members have activities in more than one department, faculty are encouraged to define the nature of their research/creative activity with the Dean, who shall maintain documentation in their file for reference during tenure, promotion, and merit evaluation.

i. Publication.

(a) Book (monograph, text) or music by an established publishing company.

(b) Recording for commercial distribution.

(c) Significant editorial work leading to publication.

(d) Article or essay-length review in a refereed professional journal of national or international scope.

(e) Chapter in an edited volume.

(f) Software development and publication.

(g) Article in a magazine, trade or pedagogical journal, or in the popular press. (Pedagogical articles may alternatively be included in the teaching activity section of the dossier.)

(h) Book or music review.

(i) Book or other major work under contract or in progress.

ii. Research.

- (a) Award, fellowship, or grant of national or international significance.
- (b) Presentation of research paper at national or international meeting.
- (c) Award or grant of regional significance.
- (d) Presentation of research paper at regional meeting.
- (e) Award or grant of local significance.
- (f) Report of research in progress.

iii. Composition.

- (a) Commission or prize of national or international significance.
- (b) Performance by major musical organization, chamber music ensemble, or soloist.
- (c) Commission or prize of regional significance.
- (d) Performance at another university or by an established regional ensemble.
- (e) Commission or prize of local significance.
- (f) Performance in local area.
- (g) Grant activities in support of composition.

iv. Conducting/Directing. (Note: Regularly scheduled concerts of university ensembles are considered part of the teaching load and shall be evaluated as teaching.)

- (a) Conducting/directing a musical organization, ensemble, or company of national/international importance.
- (b) Conducting/directing a musical organization, ensemble, or company of regional importance.

(c) Peer-selected performances of university ensembles at national, regional, and state conferences.

(d) Performances at other universities.

(e) Regional performances.

(f) Local performances.

(g) Grant activities in support of conducting/directing.

v. Performance.

(a) Solo or chamber performances of national or international significance.

(b) Performances with a nationally/internationally recognized musical organization, chamber ensemble, or soloist.

(c) Performances in significant venues outside the region.

(d) Commissioning new works.

(e) Performances at other universities.

(f) Regional performances.

(g) Local performances.

(h) Grant activities in support of performance.

d. Entrepreneurial ventures that are focused on teaching or are an extension of research/creative activity may also be considered under the appropriate heading above.

e. Service: Under certain circumstances, some of the service activities below may also demonstrate professional recognition and can be used in support of research and creative activity.

i. State and National Professional Organizations.

(a) Officer of an organization.

(b) Editorial work for a professional journal.

(c) Chairman of a committee.

(d) Committee member.

(e) Participation in meetings.

(f) Attendance at meetings.

ii. Peer Review.

(a) Peer review of book or article manuscripts.

(b) Peer review of submissions for professional meetings.

(c) Peer review related to external promotion and tenure cases.

(d) Peer review of grant applications.

iii. Workshops, Lectures, and Demonstrations.

(a) In-state, but outside the local area.

(b) Local area.

iv. College of Music and University Service.

(a) Department Chair.

(b) Committee Chair.

(c) Committee member.

(d) Serving as a faculty mentor.

(e) Support of colleagues and college activities.

v. Adjudication.

(a) National or international events.

(b) Out-of-state.

(c) In-state.

(d) Local.

vi. Public Service in a Professional Capacity.

(a) Member of community arts organization or organization board.

(b) Performance or speech at a service club or similar situation.

## **G. Timetable for Promotion**

1. Comprehensive Review (Reappointment): The comprehensive review is a critical appraisal designed to identify a candidate's strengths and weaknesses in sufficient time to allow promising candidates to improve their records before the evaluation for tenure. Mandatory review begins at the beginning of the fourth year in rank at the University. Candidates for reappointment may receive specific advice about aspects of their performance that need improvement, although non-reappointment is also a possible result of the comprehensive review. If not reappointed because of the outcome of the comprehensive review, a terminal contract shall be offered for the following year.

2. Assistant Professor to Associate Professor: Mandatory review begins at the beginning of the seventh year in rank at the University. Faculty may apply for promotion with tenure at an earlier time in keeping with University policy, the terms of their appointment (including years granted toward tenure), and in consultation with the Dean. They must have a record of achievement in teaching, research/creative activity, and service that is equal to the record expected of a faculty member coming up in the seventh year.

3. Associate Professor to Professor: In consultation with the Dean, and after expanding their record of overall excellence, faculty at the rank of Associate Professor with tenure may be considered for promotion after as few as five years after the last promotion. For faculty members whose professional work, by its nature, requires a longer period of development, the period between promotions may be longer. Professors should have a record that, taken as a whole, is judged to be excellent; a record of significant contribution to both graduate and undergraduate education, unless individual or departmental circumstances can be shown to require a stronger emphasis, or singular focus, on one or the other; and a record since receiving tenure that indicates substantial, significant, and continued growth, development, and accomplishment in teaching, research/creative activity, and service.

#### 4. Deadlines for submission of materials.

a. By May 15 prior to the fall review, candidates for tenure, promotion to Associate Professor, or promotion to Full Professor must provide the Associate Dean for Faculty Affairs and Operations a list of six names from outside the University who are qualified to judge the candidate's professional activities. The list must be comprised of individuals who hold equivalent or higher rank than that for which the candidate is applying. Care must be taken to exclude any evaluators whose evaluations might constitute a conflict of interest. Candidates may also suggest individuals to be excluded, if they believe there is someone biased against the candidate.

b. Also submitted by June 1 for candidates seeking promotion and/or tenure are the following:

i. Research/Creative Activity Statement.

ii. Teaching Statement.

iii. Service Statement.

iv. Curriculum vitae.

v. Supporting professional materials (recordings, articles, books, etc.)

c. By August 15, all candidates for reappointment, promotion, and/or tenure must submit an application portfolio containing all materials in support of the application.

d. During the late spring prior to the semester of review, candidates should schedule a time with the Associate Dean for Faculty Affairs and Operations to clarify and review the list of required materials and deadlines for submission.

#### 5. Departmental Level Consideration of Reappointment, Promotion, Tenure.

a. Department Chairs, in writing their letters of recommendation for candidates within their departments, are expected to solicit input from all members of the department.

b. A vote of the department is optional.

c. Chair letters are to be submitted to the PUEC Chair by September 15 of the review year.

## **H. Evaluation Guidelines for Post-Tenure Review (PTR) of Tenured Faculty**

1. The post-tenure review (PTR) process begins at tenure with the first PTR occurring five years after the faculty member is continuously tenured and recurs at five-year intervals unless interrupted by promotion review. Promotion serves to restart the PTR clock. By February 1, faculty scheduled for this review shall submit a file that includes an updated curriculum vitae, their five-year Professional Plan for teaching, professional activities, and service, and FCQs for the past five years.
2. In the spring semester after February 1, the PUEC shall review these materials and write a report on the candidate's teaching, professional activities, and service that goes directly to the Dean, copied to the candidate. The Dean shall forward this report, with her/his own comments, to Faculty Affairs. Faculty who are evaluated as "Meeting Expectations" or higher can consider the review to have been completed. Faculty who receive ratings of "Below Expectations" or "Far Below Expectations" in teaching, professional activities, or service shall be required to undertake a further level of review.

## **I. Process for the Appointment of Faculty Fellows, Professorships, and Endowed Chairs**

Faculty Fellowships, Professorships, and Endowed Chairs are created as a result of endowments established by private donors. These endowments are held by the CU Foundation (CUF) and the use of the funds is guided by a Fund Agreement signed by the donor, the CUF, and the Dean of the College of Music. The intent of these kinds of endowments is to provide salary support to the designee. At the discretion of the donor, these agreements may designate that the recipient be in a specific discipline, but the donor may also prefer the faculty member to be undesignated, in which case the College has wider latitude for a selection. The following rules shall guide the selection process:

1. The call for nominations for a Faculty Fellow, Professorship, or Endowed Chair shall go out to the faculty from the Dean, to include parameters with respect to a designation, if any, for a specific discipline. Nominations may come from any member of the College of Music faculty.
2. Normally, faculty who are tenured shall be eligible for a Fellowship, Professorship, or Endowed Chair. Exceptions may result from donor intent and with the concurrence of the Dean.
3. The nominations shall be reviewed by an ad hoc selection committee, comprised of five tenured faculty: three elected from the College of Music faculty (at least one from research faculty and one from artist faculty, the third member being the recipient of the next highest number of votes), and two faculty and/or emeritus faculty from the greater CU Boulder campus, appointed by the Dean of the College of Music.

4. The Committee shall consider, as part of its review, the letter of nomination, the nominee's curriculum Vitae, samples of scholarly or creative work (for example: copies of journal articles, chapters of books, recordings, etc.), and any supporting letters from faculty colleagues who wish to support the nomination (the latter are not required and shall not be solicited by the committee.)

5. The recommendation to the Dean shall be based on the overall accomplishment and impact the successful nominee has attained in teaching, research/creative activity, and service.

## **J. Sabbatical Leave**

1. Tenured members of the faculty shall be eligible to apply for a sabbatical assignment after at least six years of service to the University. Faculty shall use the sabbatical assignment in a manner that shall enhance their professional and/or teaching abilities, and potential for service to the University, in addition to advancing the College's programmatic goals. A sabbatical is a privilege granted by the University, for the advancement of the University, subject to the availability of resources. A sabbatical assignment is an important tool for advancing professional activities and is a time for concentrated professional development.

2. Specific rules and procedures regarding the granting of sabbaticals:

a. A tenured faculty member shall become eligible after six years of service to the University (in other words, in the seventh year.) To be eligible for a subsequent sabbatical, a faculty member must serve for six additional years.

b. Eligible faculty members seeking approval for a sabbatical shall complete a sabbatical application form outlining their specific plans for utilizing the leave. Each plan must be approved by the Department Chair, the Dean, and the Provost. This plan must:

i. Describe the project's academic objectives, including its contribution to the faculty member's professional growth and expertise.

ii. Provide a clear work plan.

iii. Demonstrate the congruence of the proposal's objectives to the academic and/or pedagogical goals of the Department and/or the College.

iv. Specify its contribution to enhancing the University's reputation.

v. Describe its contribution to the educational experience of the students.

- c. If approved, the faculty member's request shall be forwarded via the Chancellor's office for approval by the Board of Regents.
- d. If a faculty member on sabbatical assignment finds it necessary or desirable to alter substantially the work plan or academic objectives of the sabbatical project, they must inform the Department Chair and Dean in writing as soon as possible of the reasons for the proposed change and secure the Department Chair's and Dean's written approval for the revised plan.
- e. During the first semester after returning to regular duties, the faculty member must file with the Dean the post-sabbatical report form, explaining their work and accomplishments during the sabbatical. Copies of the plan and the report shall be kept on file by the Dean's office. A summary report of all sabbaticals shall be compiled annually by the Chancellor and submitted to the Board of Regents.
- f. To be eligible for subsequent sabbaticals, faculty members must demonstrate that they substantially met the academic goals stated in their previous sabbatical plan.
- g. Remuneration for the sabbatical assignment for a full-time faculty member shall be full salary for one semester or half salary for two semesters.
- h. In accepting a sabbatical assignment, the faculty member shall agree to return to the University for at least one year thereafter. In case the faculty member is responsible for terminating their connection with the University within the period of one year after expiration of the sabbatical, the individual shall refund the sabbatical remuneration to the University on a prorated basis, except in exceptional circumstances, including permanent disability or death, wherein neither the individuals nor their heirs shall be obligated to refund any part of the amount paid while on sabbatical.
- i. The following is quoted from CU System policy: "External Funding. Faculty members applying for sabbatical assignments shall apply for external funding (such as fellowships, grants, or clinical work) when appropriate. The total university salary to the faculty member, from sabbatical pay and any contract or grant administered through the university, shall not exceed university limits. There is no restriction on additional non-university income, subject to the faculty member satisfying the duties of the sabbatical plan and any contract/grant requirements." (<https://www.cu.edu/ope/aps/1024>).
- j. Leave without pay shall pause the sabbatical clock to the nearest full semester.

k. Sabbatical applications are due to the Dean's office no later than November 1 of the year preceding the year of the intended sabbatical.

## **K. Faculty Travel**

1. Based on the recommendation of the College of Music's Leadership Council, the College shall observe and adhere to the University's stated policy related to faculty absences from campus for professional activities. This policy applies to all faculty members; however, it does not apply to faculty on leave or sabbatical. The purpose of this is not to discourage appropriate travel; rather, it is intended to ensure that students and colleagues are well informed about upcoming absences and that plans for coverage of missed activities have been fully implemented.

2. It is expected that faculty shall not be absent from classes except in cases of illness, personal emergency, religious observance, or when the absence is desirable to meet professional responsibilities.

3. Faculty who are absent from the campus because of travel for five contiguous working days or fewer in a semester do not need permission from the Chair or the Dean. The faculty member is nevertheless responsible for ensuring that all classes and rehearsals are covered and that other professional obligations (such as committee meetings and undergraduate advising duties) are also fulfilled. In such cases, the faculty member is required to inform the Department Chair well in advance of the absence.

4. Faculty who are absent from campus because of travel for more than five contiguous working days but not more than a total of ten working days in a semester, must inform the Department Chair in writing of the proposed absence and must obtain prior written permission both for the absence and for the arrangements made to cover classes, advising, etc. The faculty member must also obtain prior written permission from the Dean's office.

5. For proposed absences of more than a total of ten working days overall in a semester because of travel, the faculty member shall inform both the Department Chair and the Dean's office in writing of the proposed absence and proposed arrangements to cover teaching, advising, and other responsibilities. Both the Chair and the Dean's office must approve such absences and arrangements in advance of travel.

6. If the faculty member traveling is a Department Chair, requests for absences should be submitted directly to the Dean's office.

7. If a faculty member is to be absent from campus during a final examination period, they shall obtain the prior written approval of both the Department Chair and the Dean's office.

8. Submission of requests for faculty absence from campus should be made no later than one week prior to the intended departure, ideally much earlier.

9. The circumstances desired in items 3-7 above shall all be documented using the Faculty Travel Form, available from the Dean's office.

#### **L. Budget Recommendations from the Faculty**

1. The Dean and Assistant Dean for Budget and Finance shall present a budget report that outlines College of Music revenues and expenditures to the faculty at least once each academic year. The faculty may comment upon the clarity and implementation of the College's budget process.

2. The Dean and Assistant Dean for Budget and Finance shall present appropriately more detailed budgetary information to the Department Chairs and Program Directors, or their delegates, with budgetary authority at the beginning of each academic year. The Chairs shall relay budgetary information to their faculty colleagues and may comment upon the clarity and implementation of the College's budget process. Chairs and Directors (individually or collectively as members of the Leadership Council) may periodically make recommendations to the Dean on budgetary priorities, including hiring priorities. Such recommendations may address both short- and long-range needs, as well as the budget process itself.

#### **M. Dean Review Process**

##### **1. Review Committee**

a. The function of this committee, acting in support of the Provost, shall be to conduct a preliminary evaluation of the Dean of the College of Music in the third year of their appointment as Dean, and a comprehensive evaluation of the Dean of the College of Music in the fifth year of their appointment as Dean, and every fifth year subsequently, in accordance with Regent Laws and the campus's policy on the evaluation of officers (<https://www.colorado.edu/policies/evaluations-officers>). In the case of any discrepancy between College of Music and campus policy, campus policy shall be followed.

b. The membership shall consist of five members:

i. Four faculty members with tenure:

Two elected from the research faculty of the College of Music;

Two elected from the artist faculty of the College of Music.

ii. One staff member selected by the College of Music Staff Council.

- iii. The term of office shall be for one evaluation period, normally September through May.
- c. Once the committee is elected, a Chair will be selected from its faculty membership.
- d. Eligibility for faculty membership shall be as follows:
  - i. Rank of associate professor or higher with tenure in the College of Music.
  - ii. Completion of at least two academic years as faculty in the College of Music.
  - iii. Members of this committee who have served are ineligible to serve on the next Dean Review Committee.
- e. Election procedures for faculty members on the committee:
  - i. An election shall be held within the first 21 days of the fall semester.
  - ii. The Dean shall not have a vote in the committee election process.
  - iii. Electronic ballots shall be used for voting.
  - iv. All eligible faculty members shall be listed on the first ballot.
  - v. The candidates with the largest number of votes on the ballot shall be elected.
  - vi. In the event of ties on the ballot, a runoff ballot shall be distributed.
  - vii. The ballots shall be received by the Scheduling and Operations Coordinator and verified by the Associate Dean who oversees faculty affairs and another Associate Dean.

## **2. Dean Review Committee Procedures**

The Dean is to be evaluated on the duties listed in Chapter 1.A. of these bylaws and in consideration of the evaluation criteria in the campus's policy cited above.

- a. The Dean Review Committee shall also evaluate the Dean's performance in the following areas:

i. Leadership. Achieves results by identifying opportunities, challenging received assumptions, taking strategic risks, and advancing innovations in a decisive and strategic manner that is attuned to the priorities of the unit and university. Promotes high standards in the areas of faculty research/creative activity and service; is committed to professional growth and encourages innovation and creativity for faculty and staff; communicates priorities, standards, and administrative procedures effectively; articulates a vision for the future; communicates ideas in a clear and timely fashion to faculty, staff, and other University administrators; provides national and statewide visibility and recognition for the constituency; contributes to the leadership of the University and effectively advocates for all relevant constituencies.

ii. Administration and Management. Seeks input and accepts responsibility for decisions; works effectively with other administrative officers; makes decisions in a timely fashion.

iii. Advancement and Resource Enhancement. Fosters partnerships that support College programs and provide resource enhancement; strengthens alumni relationships and works collaboratively with advancement staff to cultivate prospective donors; works with campus administration to enhance funding to sustain outstanding undergraduate and graduate programs; identifies funding for scholarships, faculty support, capital improvements, equipment, and other needs. These activities constitute approximately 50% of the Dean's workload.

iv. Diversity and inclusion. Encourages diversity and inclusion, and implements mechanisms for attracting and retaining members of underrepresented groups; is responsive to cultural, ethnic, and gender diversity; demonstrates and encourages respect for all persons in the constituency and the University; implements affirmative action and equal opportunity policies; promotes diversity and inclusion within the University community.

v. Trust and collaboration. Builds trust by communicating a guiding vision, operating in an ethical manner, being accessible and responsive, and acknowledging lessons learned; fosters collaboration by effectively managing conflicts, forging partnerships, and advancing shared purposes in a manner that includes diverse perspectives and collaborative decision-making.

b. The Dean Review Committee shall design and execute a process to gather input from all members of the College of Music faculty, staff, students, and College of Music Advisory Board. This could include but is not limited to written surveys,

group discussions, and individual interviews. The committee shall ensure that there is a path for anonymous feedback to the committee. The committee may wish to solicit feedback from faculty elsewhere on campus.

c. The committee shall request from the Dean a statement of accomplishments and self-evaluation (normally, two to three pages), which it will share with the above-named stakeholders as part of seeking their input.

d. The committee shall prepare a written report for the Provost summarizing the surveys, discussion, and/or interviews conducted.

e. The committee shall create and observe a schedule that respects the final submission deadline set by the Provost.

f. A copy of the committee's report and all related documentation, such as survey results, shall be delivered to the Provost. From campus policy: "All information created or received as a part of any evaluation shall be placed in the officer's personnel file [being available for their review] and shall [otherwise] be considered confidential. A summary report of the evaluation will be placed in the officer's personnel file [being available for their review] and will also remain on file in the Office of the Chancellor. The summary report may become public in response to an open records request (per C.R.F. 24-72-203)."

## **N. Grievance Committee**

*(This policy is intended to cover what is not already embodied in existing University policy.)*

1. The committee shall serve as a board of appeals for salary grievances (including annual merit evaluation grievances and grievances concerning career merit\*), grievances related to matters of faculty rights and duties,\*\* and any other grievances not requiring the involvement of campus or university-level offices such as the Office of Institutional Equity and Compliance (OIEC) or internal audit.

\*Career merit grievances may subsequently be appealed to the Office of Faculty Affairs; for more information, please see: <https://www.colorado.edu/facultyaffairs/faculty-career-milestones/evaluation-and-compensation/salary-and-equity>.

\*\*For information about the professional rights and duties of faculty members, please see: [https://www.colorado.edu/facultyaffairs/sites/default/files/attached-files/professional\\_rights\\_and\\_duties\\_january\\_16\\_2013\\_remediated\\_0.pdf](https://www.colorado.edu/facultyaffairs/sites/default/files/attached-files/professional_rights_and_duties_january_16_2013_remediated_0.pdf).

2. Committee membership shall consist of:

- a. Three elected faculty members of the following ranks with tenure:
  - i. One professor;

- ii. One associate professor;
- iii. One faculty member at-large.

b. One alternate at-large with tenure.

c. The term of office shall be three years, with a staggered rotation so that one position will be elected each year. The alternate shall serve a one-year term.

3. A committee chair and secretary shall be elected by the committee from its membership. At the committee's discretion, these two roles may be held by the same person.

4. The alternate shall serve when necessary to assure full committee membership.

5. Eligibility for committee members shall be as follows:

a. Rank of associate professor or higher with tenure, and completion of at least two years as faculty in the College of Music.

b. Faculty members shall not serve simultaneously on both the Merit Evaluation and Grievance Committees.

c. If the grievant or respondent (when there is one) is a member of the committee, they shall be disqualified for that case, and the alternate will join the committee. If both the grievant and respondent are members of the committee, they shall both be disqualified for that case; in this instance, both the alternate and an eligible faculty member appointed by the Dean will join the committee.

6. Election procedures.

a. An election shall be held within the first 21 days of the fall semester.

b. Electronic ballots shall be used for voting.

c. Members of the committee shall be elected from a slate of eligible faculty members prepared by the Associate Dean who oversees faculty affairs.

d. The ballots shall be received by the Scheduling and Operations Coordinator and verified by the Dean and Associate Dean who oversees faculty affairs.

7. Grievances may be submitted to the Dean or any member of the committee, who shall in turn call for a meeting to be convened. All members shall be present at each meeting. The committee may choose to interview the grievant and/or respondent, and shall be required to meet with one or both (separately) if so requested.

8. Committee use of confidential information and documents.

- a. All action by the Grievance Committee and information furnished to the committee shall be confidential and shall only be released in keeping with campus and System policies and rules.
- b. The Grievance Committee, the grievant, and the respondent shall have access to all documentary materials pertinent to the case.
- c. A confidential written report of the Grievance Committee's actions shall be prepared by the committee and disclosed by the Dean to the grievant and respondent. The committee is not charged with recommending disciplinary action, but its report may inform the subsequent actions of the Dean in carrying out the *Academic Affairs Policy on Professional Rights and Duties of Faculty Members* (see URL in Section 1 above).

#### **O. Additional Information on Salary Grievances**

1. In the spring of each year, the Dean finalizes merited salary increases for faculty based on the evaluations of the Merit Evaluation Committee. Salary increases are communicated to faculty per the schedule set by the campus. Faculty members with concerns about their increase should, before filing a grievance, contact the Dean and Chair of the Merit Evaluation Committee to ask for clarification and possible remedy. If the faculty member believes that clarification and remedy (if one is offered) are insufficient, they may then elect to file a grievance. The faculty member may choose to comment on and present evidence challenging the recommended merited salary increase to the Grievance Committee.

To initiate this grievance process, the grievant shall file a written request by October 15. The Grievance Committee shall establish its own procedures, consider evidence, and report its conclusion in writing to the Dean by December 1. A unanimous decision by the committee in favor of a salary increase shall constitute the final decision by the College of Music. When the committee cannot reach a unanimous decision, the majority decision will be referred to the Dean for final decision. Any salary increase will be backdated to the start of the Academic Year.

2. The basis for salary review of all rostered faculty is outlined in Chapter 1.G.3 of these bylaws. Salary review for non-rostered faculty (who are not reviewed by the MEC) shall follow the above procedures to the fullest extent possible.

## **CHAPTER III**

### **AMENDMENTS TO THE BYLAWS**

### **A. Amendments to the Bylaws**

New bylaws may be adopted, and Bylaws may be amended or repealed at a duly convened meeting of the faculty. Notice of any proposed change in the Bylaws shall be given in writing to all members of the faculty at least one week prior to the time of the meeting at which the proposed change is to be considered. When such a change is proposed, the member or members of the faculty making such a proposal shall file with the Dean a written statement in the precise form of the proposed change.

The Faculty Bylaws were most recently amended on November 30, 2020.