

**UNIVERSITY OF IOWA SCHOOL OF MUSIC  
MANUAL OF OPERATIONS AND PROCEDURES  
COLLEGE OF LIBERAL ARTS AND SCIENCES**

**Amended by the department: December 2024**

**Approved by the College of Liberal Arts and Sciences February 2025**

**I. Authority of the Manual of Operations and Procedures**

This manual of operations and procedures formulates the procedures for faculty governance of the School of Music. The School of Music shall follow the operating rules of the university and the College of Liberal Arts and Sciences (CLAS) and shall follow the procedures in this document as a supplement thereto. Once approved by the department and the college, this document becomes effective immediately.

**II. Faculty membership and eligibility to vote**

A. Faculty in the School of Music are defined as tenured, tenure-track, instructional-track, visiting assistant professors, and adjunct faculty. Faculty with 0% appointments in the School of Music are not considered members of the School of Music faculty.

B. Rights and responsibilities of faculty

Both individually and as a body the faculty is responsible for carrying out the School of Music's mission in accordance with the policies and procedures of the College of Liberal Arts and Sciences, the Graduate College, and the University. Individual faculty members fulfill these responsibilities in accordance with the university's policy on professional ethics and academic responsibility.

The School of Music distributes teaching and service assignments to faculty and provides guidance through periodic reviews to ensure that all faculty are participating appropriately and equitably in the teaching, research, and service missions of the department, college, and university.

All faculty are expected to be available to serve on undergraduate Recital, Thesis, and Examination Committees. All Graduate College faculty (defined as tenure-track faculty) are expected to serve on graduate Recital, Thesis, and Examination Committees. Instructional-track and visiting faculty may serve on graduate student committees with permission from the Dean of the Graduate College.

C. Voting eligibility

All full-time tenure-track and instructional-track faculty are eligible to vote in the School of Music. 0% appointees, visiting faculty, and adjunct faculty are not eligible to vote.

### **III. Officers and standing committees**

#### **A. The School of Music Director**

The Director of the School of Music is appointed by the dean of the college with the advice of the faculty and the approval of the provost. Annual reviews of the director are conducted by the dean. Five-year renewal reviews of the director are conducted by the dean in consultation with the School of Music faculty.

The director reports to the Dean of the College of Liberal Arts and Sciences. As the chief executive officer of the School of Music, the director is responsible for ongoing operations, programs, and objectives. More specific duties include the following:

1. Call meetings of the School of Music; establish the agenda and chair those meetings.
2. Establish the manner in which school business is handled.
3. Prepare the budget and make recommendations pertaining thereto.
4. Review continually the objectives, programs, and priorities of the School of Music; analyze the extent to which they are being achieved; and initiate or review proposals for changes.
5. Make recommendations to the dean for establishment and continuation of budget lines for faculty and staff positions.
6. Monitor the conduct of searches for new faculty and supervise the procedure by which faculty are evaluated for reappointment, promotion, and tenure.
7. Recommend candidates for faculty appointments, reappointments, promotions, and tenure to the Dean of the College of Liberal Arts and Sciences.
8. Allocate existing space and facilities; formulate space and utility requests.
9. Supervise the maintenance of school records and files.
10. Establish ad hoc committees to review or study special problems in the School of Music.
11. Represent the School of Music as liaison between the School of Music and Hancher Auditorium and the University of Iowa Center for Advancement.
12. Represent the School of Music to the rest of the University, to the public, and to the national scene of higher education in music.
13. Supervise production of all unit reports with regard to instruction, including the NASM (National Association of Schools of Music) "HEADS" (Higher Education Arts Data Services), Affirmation Statement, and Accreditation Audit annual reports.

B. The School of Music Associate Directors (ADs)

1. Appointment and reappointment

The associate directors are appointed for three-year renewable terms by the director, after consultation with the faculty of the School of Music. The associate directors will be reviewed by the faculty and the director at the beginning of the third year in office. Reappointment will occur if both the director and faculty agree. The director will appoint an associate director to represent them for school, college or university events as necessary.

2. School of Music Director of Instructional Support and Enrollment Management

The associate director reports to the director. Duties are assigned by the director and normally include the following:

- a. Chair/convener of Facilities, Technology & Equipment Purchase Committee
- b. Chair/convener of Recruitment/Enrollment Management Committee
- c. Manage School of Music course offerings and schedule (in collaboration with undergraduate and graduate associate directors and staff assigned to that duty)
- d. Supervise School of Music Enrollment Reports for the School of Music Director in collaboration with undergraduate and graduate associate directors and School of Music staff
- e. Participate in Audition Days in collaboration with School of Music Admissions Counselor and staff
- f. Review the members of the Peer Review Committee for annual merit review recommendations to the director

3. School of Music Director of Graduate Studies (DGS)

The associate director reports to the director. The DGS works closely with the Graduate Coordinator and should remain familiar with all DGS responsibilities as outlined on the CLAS website. Duties are assigned by the director and normally include the following:

- a. Chair/convener of School of Music Graduate Committee
- b. Coordinate graduate student orientation
- c. Supervise and certify transfer analyses
- d. Oversee graduate area requirements
- e. Oversee graduate catalogue and internal graduate document revisions and editions
- f. Oversee graduate curriculum information
- g. Oversee advisory/diagnostic exams

- h. Supervise comprehensive/recital/final exam committees and exam request procedures
  - i. Serve as consultant with School of Music staff scheduler regarding course offerings
  - j. Supervise graduate advisement for the School of Music/liaison between graduate students and faculty
  - k. Supervise as liaison with the Graduate College and CLAS
  - l. Oversee all reports to the director, the Dean of the College of Liberal Arts and Sciences, and the Dean of the Graduate College regarding utilization of TAs and RAs, including TA/RA semester effort allocations and work evaluations
  - m. Vet and manage graduate student applications for non-School of Music fellowships, scholarships, and grants
  - n. Recommend graduate stipends in coordination with the director including TA, RA, block tuition allocations, and non-block fellowships
  - o. Coordinate the training of all new TAs and RAs
  - p. Review the members of the Peer Review Committee for annual merit review recommendations to the director
4. School of Music Director of Undergraduate Studies (DUS)

The associate director reports to the director. The DUS works closely with the School of Music Academic Advisor and should remain familiar with all DUS responsibilities as outlined on the CLAS website. Duties are assigned by the director and normally include the following:

- a. Chair/convenor of School of Music Undergraduate Committee
- b. Coordinate undergraduate student orientation
- c. Supervise and certify transfer analyses
- d. Oversee undergraduate area requirements
- e. Oversee undergraduate catalog and internal undergraduate document revisions and editions
- f. Oversee undergraduate curricular information
- g. Serve as consultant with School of Music scheduler regarding course offerings
- h. Serve as School of Music Honors Program Coordinator
- i. Serve as liaison with College of Liberal Arts and Sciences Undergraduate Programs Office
- j. Organize annual ICA (Iowa Center for the Arts) scholarship competition
- k. Coordinate annual Performing Arts Donor Appreciation Event
- l. Review the members of the Peer Review Committee for annual merit review recommendations to the director

5. School of Music Director of Faculty Development and Access, Opportunity and Diversity (AOD)

This position exists in accordance with the NASM (National Association of Schools of Music) Constitution, Article II.B: "...establish and maintain threshold standards for the education of musicians, while encouraging both diversity and excellence." The associate director reports to the director. Duties are assigned by the director and normally include the following:

- a. Chair/convener of the AOD committee
- b. Foster strategic initiatives/enhancement within the School of Music (serving as support for faculty projects [including grants and awards] and support for larger departmental initiatives)
- c. Provide AOD leadership for School of Music initiatives in collaboration with the director
- d. Collaborate with the School of Music Director on the School of Music faculty mentoring program
- e. Review the members of the Peer Review Committee for annual merit review recommendations to the director

C. Acting Director

The director will recommend, subject to approval by the dean, an individual to whom administrative responsibility will be delegated in the director's absence. A School of Music associate director will normally assume this temporary role, though another tenured, tenure-track or instructional-track faculty member may be selected if none of the associate directors are able to serve in this capacity.

D. Standing committees

School of Music faculty (tenure-track and instructional-track) may not be elected or appointed to more than two standing departmental committees. Visiting and adjunct faculty are not expected to contribute to School of Music standing committees. School of Music faculty who serve in more than one college may not be elected or appointed to more than one standing School of Music departmental committee. Elected faculty may serve no more than two consecutive terms on a given committee. They become eligible for election to the same committee after one full year has elapsed.

1. Music Executive Advisory Council (MEAC)

a. Duties

To assist and advise in the conduct of the School of Music business in such areas as the faculty or the director shall request.

b. Membership

The School of Music Executive Advisory Council shall be composed of the 11 area heads or area designees in the School

of Music: brass/percussion, composition/theory, ensembles, jazz studies, musicology, music education, music therapy, piano/organ, strings, voice, and woodwinds. Faculty serving as an associate director are ineligible for membership on the Music Executive Advisory Council.

c. Term of Office

All members of the Music Executive Advisory Council shall take office at the close of each Spring semester.

d. Officers

The Council shall elect a chair from its membership at the close of each Spring semester. The Assistant to the Director of the School of Music shall serve as the council's secretary.

e. Meetings

The School of Music Executive Advisory Council shall meet as often as necessary to discharge its duties and responsibilities. Meetings shall occur at the call of the director, the call of the council chair, or at least two of its members. The chair shall distribute an agenda along with each call proposed by the council itself. Six members shall constitute a quorum.

2. Undergraduate Committee

a. Duties

The Undergraduate Committee makes recommendations and gives input on at least the following:

- i. Address, explore, and discuss all aspects related to undergraduate education in the School of Music.
- ii. Monitor various undergraduate curricula to determine whether each is in compliance with NASM standards and with School of Music objectives.
- iii. Evaluate proposals for new courses, existing curricula, and expansion of curricula.
- iv. Review on a continuing basis the appropriateness of courses listed to fulfill School of Music degree requirements. Substantial changes in required courses, involving content, mode of presentation, and prerequisites, are subject to approval by the music faculty. Proposed changes will first be submitted to the Undergraduate Committee for its study and response.
- v. Institute periodic scrutiny of undergraduate examinations and recital procedures and requirements, particularly as they relate to faculty committee participation and responsibilities.
- vi. Create School of Music undergraduate exit surveys and assess responses.

b. Membership

The Undergraduate Committee shall be composed of three members elected by the faculty, and two members appointed by the director of the School of Music. The School of Music Director of Undergraduate Studies shall serve as committee convener.

c. Term of Office

All members of the Undergraduate Committee shall take office at the end of the spring semester. Members will serve staggered 3-year terms.

3. Graduate Committee

a. Duties

The Graduate Committee makes recommendations and gives input on at least the following:

- i. Address, explore and discuss all aspects related to graduate education in the School of Music.
- ii. Monitor various graduate curricula to determine whether each is in compliance with NASM standards and with School of Music objectives.
- iii. Evaluate proposals for new courses, existing curricula, and expansion of curricula
- iv. Review on a continuing basis the appropriateness of courses listed to fulfill School of Music degree requirements. Substantial changes in required courses, involving content, mode of presentation, and prerequisites, are subject to approval by the music faculty. Proposed changes will first be submitted to the Graduate Committee for its study and response.
- v. Institute periodic scrutiny of graduate examinations and recital procedures and requirements, particularly as they relate to faculty committee participation and responsibilities.
- vi. Create School of Music graduate exit surveys and assess responses.

b. Membership

The Graduate Committee shall be composed of three members elected by the faculty, and two members appointed by the director of the School of Music. The School of Music Director of Graduate Studies shall serve as committee convener.

c. Term of Office

All members of the Graduate Committee shall take office at the end of the spring semester. Members will serve staggered 3-year terms.

#### 4. Peer Review Committee

The Peer Review Committee shall be composed of seven tenured faculty members as well as two senior instructional-track faculty members (six+ years experience), elected by School of Music faculty vote at the end of the spring semester. The election shall represent the following from the tenured faculty: two academic area representatives, three performance area representatives, one ensemble representative, and one at-large representative. At least three committee members must be full professors. The two senior instructional-track faculty may be from any specialty area. The Peer Review Committee will select a convener for the group amongst its membership. School of Music associate directors may not serve on the Peer Review Committee. Faculty shall serve staggered three-year terms. The duties of this committee consist of recommendations to the director for faculty merit reviews and five-year peer reviews of tenured faculty. The instructional-track faculty will only participate in the merit review process and will only evaluate instructional-track faculty; instructional-track faculty will not participate in the five-year peer reviews of tenured faculty. Whenever possible, Associate Professors should review Associate Professors for merit reviews and peer reviews. Full professors may review faculty of all ranks. The associate directors will review the members of the Peer Review Committee for annual merit review recommendations to the director.

#### 5. Facilities, Technology, and Equipment Purchase Committee

The Facilities, Technology, and Equipment Purchase Committee shall be composed of three members elected by the faculty, and two members appointed by the Director of the School of Music. Committee members will serve staggered three-year terms. The committee convener will be the Associate Director for Instructional Support and Enrollment Management, and the School of Music instrument repair technician shall serve in an ex-officio role. Each year, this committee shall receive a budget appropriation for instrument and equipment purchase. An official call to faculty will commence, and this committee shall review proposals and prioritize purchases based on departmental needs. Purchasing decisions shall be communicated to all those who submitted proposals by the Associate Director for Instructional Support and Enrollment Management.

#### 6. Library Committee

The Library Committee consists of four faculty, one graduate music student, and one undergraduate music student, all appointed by the Director of the School of Music. The Music Librarian serves as convener. All faculty appointed to the committee will serve staggered three-year terms. The terms of the students are at the discretion of the director. All student and faculty members have voting privileges. The duties of the Library Committee are to serve as an advisory group to the Music Library, on behalf of the faculty and students; to communicate to the Head of the Music Library the performance, curricular, and research



needs of faculty and students, as well as; to advise on matters of Music Library policy. The committee may, at its discretion, adopt and implement various projects that would be helpful to the Music Library.

7. Recruitment/Enrollment Management (REM) Committee

The REM Committee shall be composed of three members elected by the faculty, and two members appointed by the Director of the School of Music. Committee members will serve staggered three-year terms. The committee convener will be the Associate Director of Instructional Support and Enrollment Management, and the School of Music admission counselor shall serve in an ex-officio role. This committee will advise on all aspects of School of Music recruitment and enrollment priorities, as well as make recommendations to the AD on the distribution of School of Music undergraduate scholarship funds.

8. Access, Opportunity and Diversity (AOD) Committee

This committee exists in accordance with the NASM (National Association of Schools of Music) Constitution, Article II.B: "...establish and maintain threshold standards for the education of musicians, while encouraging both diversity and excellence." The AOD Committee shall be composed of three faculty members elected by the faculty and two faculty members appointed by the Director of the School of Music. In addition, the student body will elect two student representatives, and the staff will appoint two staff representatives. Committee members will serve staggered three-year terms as allowed with student graduation. The committee convener will be the Associate Director of Faculty Development and AOD. This committee will advise on AOD opportunities and issues within the School of Music, as well as serve as the assessment group for departmental progress.

9. Student Advisory Council (SAC)

Each spring the School of Music student body shall vote for representatives to serve on the Student Advisory Council the following academic year. The Student Advisory Council will consist of the following elected positions:

Brass/Percussion (one undergrad student + one grad student)

Piano/Organ (one undergrad student + one grad student)

Strings (one undergrad student + one grad student)

Voice (one undergrad student + one grad student)

Woodwinds (one undergrad student + one grad student)

Jazz (one undergrad student + one grad student)

Composition/Theory (one undergrad student + one grad student)

Music Education (one undergrad student + one grad student)

Music Therapy (one undergrad student + one grad student)

Conducting (one grad student)

Musicology (one grad student)

The Student Advisory Council will meet with the Director of the School of Music at regular intervals in the spirit of student representation in School of Music governance and collaboration.

#### 10. Ad Hoc Committees

The Director of the School of Music may establish ad hoc committees to study various topics or issues in the School of Music at any time.

#### 11. College and University Committees

All faculty are encouraged to participate in faculty governance throughout the University, including participation in college- and/or university-level committees. College- and university-level committees are not part of the SOM's internal committee cap of two committees/year (see III.D. above). For election to the CLAS Faculty Assembly (eligibility for SOM reps includes the two Group IV reps [arts] and six at-large reps), all eligible voting faculty (i.e. full-time, not visitors) will be asked if they would like to be considered for Faculty Assembly. Those volunteers will appear on the SOM committee ballot in the spring semester, at the same time all other SOM committees are elected. If there are no volunteers for Faculty Assembly, the SOM Director will appoint faculty to appear on the Faculty Assembly ballot based on their service capacity and needs.

### E. The Areas

The School of Music is divided into eleven areas. The areas are not independent units but interdependent and intersecting entities within the comprehensive program.

#### 1. Areas defined

An area is a faculty group whose teaching, research, and/or performance skills define a specific portion of the academic program. The present areas are: Brass/Percussion, Composition/Theory, Ensembles, Jazz Studies, Musicology, Music Education, Music Therapy, Piano/Organ, Strings, Voice, and Woodwinds. The School of Music recognizes the unique specializations within areas.

#### 2. Establishment of Areas

Any group of faculty members who perceive themselves as fulfilling the definition of an area as stated above, and who believe that they can better accomplish their educational mission by doing so, may discuss establishing a new area, dissolving an old area, or merging, splitting, or redefining existing areas with the director.

#### 3. Duties within Areas

- a. Assign instructors of courses and applied lessons in the areas
- b. Recruit students to the area
- c. Specify degree requirements of area majors
- d. Engage in both short-range and long-range planning concerning the area
- e. Consult with other areas on matters of common interest

#### 4. Area Heads

- a. Appointment and reappointment

Area heads are selected by the area in consultation with the director for three-year renewable terms. All eligible voting faculty (i.e. full-time, not visitors) are eligible to serve as area heads. Area heads are reviewed every three years. The director may, after consultation with all members of the area, terminate an area head appointment before the end of the three-year period.

- b. Duties

Area heads report to the associate directors and the director. The duties of the area heads are assigned by the director and, depending on the area, may include any or all of the following:

- i. Call meetings of the area faculty
- ii. Consult with the area faculty and report the results of such consultation to the associate directors in matters such as recommendations of admission of undergraduate and graduate students, recommendations for scholarships, recommendations for teaching and research assistantships, teaching loads, research assignments, assignment of thesis advisors, curriculum requirements, and requests for revisions to the area's programs.
- iii. Schedule classes and room assignments in consultation with the Associate Director for Instructional Support.
- iv. Assist the associate directors in revision of those sections of the university catalog that pertain to the area program.
- v. Represent the area on the Music Executive Advisory Council.

#### **IV. Departmental meetings**

- A. The faculty shall normally meet at least once each month.
- B. Faculty meetings should be attended by all faculty regardless of voting status, unless a subgroup is specified (tenured faculty, voting faculty, etc.). P & S staff members may attend general meetings but may not vote.

- C. Those members of the faculty present at a regular meeting shall constitute a quorum.
- D. Faculty meetings shall be conducted according to Robert's Rules of Order, and the meeting is normally chaired by the director.
- E. The minutes of the faculty meetings shall be taken by a member of the faculty or staff.
- F. The director's office will maintain a record of all School of Music legislation and a file of the minutes of faculty meetings.
- G. Agenda items may be placed by any voting faculty member.
- H. Special meetings may be called by the director for issues needing more discussion, unforeseen circumstances requiring full faculty communication, and by faculty demand.
- I. All faculty meetings are announced via email and placed on faculty and staff calendars. An agenda for each faculty meeting will be sent out by the director at least one day before each scheduled meeting.
- J. When taking a vote, show of hands, secret ballot and electronic anonymous voting may be used.

**Note:** *Meetings at which confidential personnel issues are discussed (e.g., meetings of the departmental consulting group for tenure and promotion decisions, meetings of the tenured faculty to discuss probationary faculty reviews) are NOT "departmental meetings" and are not governed by this section of the departmental manual of operations and procedures.*

#### **V. Amendment of the Manual of Operations and Procedures**

The Director of the School of Music has the authority to update the Manual of Operations in accordance with university and collegiate policies. Other amendments to the Manual of Operations may be proposed by the director, School of Music standing committees, or any voting faculty member. A written copy of the proposed amendment will be circulated among the voting faculty for one week before a faculty meeting in which the vote is to be taken.

Voting faculty who cannot attend the meeting may submit a written vote to the director prior to the meeting. A simple majority of votes cast by the voting faculty in the School of Music is required for approval. Amendments must also be approved by the Dean of the College of Liberal Arts and Sciences.

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