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THE UNIVERSITY OF WISCONSIN-LA CROSSE

DEPARTMENT OF MUSIC

BYLAWS

Adopted August 29, 2018
Adopted January 23, 2020
Added IE Description on April 30, 2020
Adopted LENS policy effective 2023-2024 on May 10, 2023
Adopted May 2, 2024

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42 **I. Organization and Operation**

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

45

46 Department members are governed by six interdependent sets of regulations:

- 47 1. Federal and State laws and regulations
- 48 2. UW System policies and rules
- 49 3. UWL policies and rules
- 50 4. College policies and rules
- 51 5. Shared governance by-laws and policies for faculty and academic staff
- 52 6. Departmental bylaws.

53

54 **A. Preamble:**

55 History of the Department of Music:

56

57 *The Department of Music at the University of Wisconsin-La Crosse started in the original La*
58 *Crosse Normal School, founded in 1909. Founding members Thomas Annett and David*
59 *Mewaldt constituted the entire faculty and taught classes in music and directed all ensembles.*
60 *With the name changes from La Crosse State Teachers College in 1927 to Wisconsin State*
61 *University-La Crosse in 1964 and then finally to the University of Wisconsin-La Crosse after the*
62 *merger of all state universities in 1971, more faculty were added. All music classes and facilities*
63 *were still in the old Main Hall building until the construction of the current Fine Arts building in*
64 *1974.*

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

69
 70 The Department of Music serves students enrolled in its programs as Majors or Minors and
 71 courses and activities for the University of Wisconsin-La Crosse. The Department also serves the
 72 community at large as a cultural center.

73
 74 The primary objective of the Music Department is to deliver a curriculum appropriate for Music
 75 Majors and Minors and to provide courses for the general student population of the University.
 76 The Music Department is a member of the School of Visual and Performing Arts within College
 77 of Arts, Social Sciences and Humanities and is accredited by the National Association of Schools
 78 of Music (NASM).

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

81 **B. Meeting Guidelines**

82 Department meetings will be run according to the most recent edition of Robert’s Rules of Order
 83 <http://www.robertsrules.com/> and WI state open meeting laws
 84 <https://www.uwlax.edu/globalassets/offices-services/human-resources/open-meetings-prt.pdf> with
 85 a summary provided at [https://www.wisconsin.edu/general-counsel/legal-topics/open-meetings-](https://www.wisconsin.edu/general-counsel/legal-topics/open-meetings-law/)
 86 [law/](https://www.wisconsin.edu/general-counsel/legal-topics/open-meetings-law/)

87

88 **C. Open Meetings Rule.**

89 **D.**

90 **1. Department Meeting Guidelines**

91 Department meetings will be held regularly during the academic year and when necessary, during
 92 summer or breaks. The Chair will schedule meetings with 48 hours (about 2 days)-notice except
 93 in emergency situations. A meeting agenda will be provided 24 hours before the meeting when
 94 possible.

95

96 Departmental meetings shall be held in accordance with the Wisconsin Open Meeting Law that
 97 includes the provision for posting the meeting date, time, place and agenda at least 24 hours in
 98 advance of the meeting. When the department moves to close a meeting, they must do so by
 99 citing the proper statute (Section 19.85 in the Wisconsin Statutes).

100

101 **2. Recording of Minutes.**

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

106

107 **E. Definitions of Membership & Voting Procedures**

108 The Department of Music membership will consist of all ranked faculty and academic staff.
109 “Membership” refers to the right to attend and participate in discussions at the department
110 meetings. Any individual with tenure or a contract with the department has departmental
111 membership. Departmental membership allows an individual to be eligible for departmental
112 allowances like travel money and determines an individual's home department in terms of
113 signatures for activities.

114
115 Of particular importance, departmental membership determines the primary personnel review
116 unit associated with annual review, retention, promotion, sabbatical, and post-tenure review, etc.
117 Membership is more stable and long-term than voting rights. Voting rights can vary based on by-
118 laws determinations such as percent of instructional appointment.

119
120 Voting rights are reserved to all full-time faculty members starting immediately upon their
121 employment and instructional academic staff with .50 FTE or higher appointment and have
122 taught a full year or more. Exceptions to this rule will be indicated in these Bylaws relating to
123 decisions on hiring, promotion, and retention where voting rights are governed by either a
124 member’s rank or tenure status. Unless specifically indicated otherwise, a simple majority of
125 those voting carries the vote. Voting occurs with a voice vote or a hand vote and any member can
126 call for a roll call vote. Proxy voting is not allowed. Members who join by teleconference and
127 have heard all the deliberations are eligible to vote.

128
129 Voting will be done by voice vote or roll call unless a show of hands or secret ballot is requested
130 or needed. Email voting can be used if it is unfeasible for the department to meet together
131 physically. However, departments may wish to consider a higher quorum standard rather than a
132 higher majority standard for personnel decisions. **Proxy voting is not allowed for any
133 circumstance. However, members who join by teleconference and have heard all the deliberations
134 are eligible to vote.**

135 If a paper ballot is allowed – votes must be signed and kept securely for seven years.

136
137 Robert’s Rules indicate that abstentions do not affect the voting outcome (they are non-votes).
138 Late or non-received ballots, a non-response to a vote, or improperly marked ballots shall be
139 treated the same as a non-vote and should not be counted in determining the vote. In addition,
140 abstentions and blank votes are treated as non-votes and are ignored. For example, if 20 ballots
141 were cast with 2 voting yes, 1 voting no, and 17 abstaining, the motion would pass. Abstention
142 votes in retention, promotion, or tenure matters are discouraged except when a conflict of interest
143 exists, or the voter has little or no knowledge of the person being considered.

144
145 Voting in closed session cannot be anonymous or secret. Any individual can request the vote and
146 who voted which way (e.g., public record). Documentation is needed regarding the vote;
147 however, “who voted how” need not be reflected in minutes if there is other documentation that
148 exists and can be accessed.

149 150 **F. Definitions of Quorum and Majority**

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

154
 155 A quorum for the purpose of conducting business at any department meeting shall be a simple
 156 majority of the persons eligible to vote. For personnel meetings, a quorum is achieved with 2/3 of
 157 those eligible to vote.

158
 159 **G. Changing Bylaws**

160 **1. Amendments to Department Bylaws:**

161 a. Proposals for amendments or additions to these Bylaws may be presented electronically for a
 162 first reading at any meeting of the Department of Music when a quorum is present, and adopted
 163 by a two-thirds majority vote of those present at the following Department meeting with a
 164 quorum.

165
 166 b. If substantive modifications to proposals to amend or add to the Bylaws arise:

- 167 • they shall be presented and distributed to faculty;
- 168 • they shall be included in the proposed amendment by obtaining a simple majority; and
- 169 • if modifications to the proposed amendment are adopted, voting on the amended proposal
 170 shall be postponed until the next Department meeting. The Chairperson shall make the
 171 amended proposal the first order of business at the next Department meeting.

172 **2. Amendments to Departmental Policies:**

173 Proposals for changes or additions to Department policies may be presented in writing for a first
 174 reading at any meeting of the Department of Music at which a quorum is present, and adopted by
 175 a simple majority vote of those present at the following Department meeting with a quorum.

176
 177 **3.** Action to propose or adopt amendments is limited to the academic year: Any decision to alter
 178 Department bylaws or policies must be made during the official academic year (i.e., not during
 179 summer).

180
 181 **4.** A faculty member who wishes to be reviewed under amended bylaws adopted after his/her
 182 hire should tell the chair the decision, who should inform the Dean and HR.

183

184 **II. Faculty and Instructional Academic Staff Responsibilities**

185 **G. Faculty**

186 Faculty responsibilities are referenced in section IV of the Faculty Senate by-laws entitled
 187 "Responsibilities of Departments, Department Members and Department Chairpersons." A
 188 complete set of these by-laws are available at the Senate webpage under "Senate Articles and By-
 189 laws" <https://www.uwlax.edu/faculty-senate/articles-bylaws-and-policies/>

190 1. The responsibilities of the academic departments derive from Article VI of the *Articles of*
 191 *Faculty Organization* of the UWL Faculty Senate. In addition to teaching the discipline
 192 of Music in keeping with the curriculum created by the Department, these responsibilities
 193 include the following, which are each further specified in the *Articles of Faculty*
 194 *Organization*:

- 195 a. promoting scholarship and creative activities;
- 196 b. promoting the continued professional growth and development of its members by
 197 encouraging their participation in sabbatical leaves, developmental leaves, conferences,
 198 professional workshops and other similar programs;

- 199 c. utilizing the expertise and interest of its members to provide professional service;
 200 d. advising students of academic program requirements and presenting the array of available
 201 career opportunities;
 202 e. providing an internal governance structure in which the functions of the departmental can
 203 take place.
 204
- 205 2. The Department of Music Faculty members will uphold the highest standards of
 206 professionalism, ethics, academic integrity and collegiality.
 207
- 208 3. Faculty Workload Policy
- 209 a. Individual workload is a collaborative decision determined by the faculty and
 210 department chair. Accountability for that determination shall rest with the
 211 department chair as approved by the Academic Dean.
- 212 b. All tenured and probationary faculty of the Music Department shall teach a
 213 workload of 12 classroom contact hours per semester.
- 214 c. Load reassignment can be granted by the department chair with the academic dean
 215 for various reasons. These reasons can include recruiting, scholarship, the writing
 216 of academic reviews/reports or other assigned duties. Policies describing
 217 release/load reassignment expectations are included in Appendix D of these bylaws.
- 218 d. Determination of classroom contact hours follows the recommended Faculty Senate
 219 policy of 1 hour of instruction = 1 hour of contact load with the following
 220 exceptions:
- 221 • **Applied lessons**-1.5 hours of instruction = 1 hour of contact load
 222 *Full-time applied instructors* have the prerogative to offer longer lessons, as long as
 223 the longer lesson time is made available for all students, but the ratio of 3 students to
 224 1 hour of contact load remains the same.
 225 *Adjunct applied instructors* with fewer than 6 students can be compensated for 45-
 226 minute lessons if the longer lesson time is made available to all students and if the
 227 adjunct instructor does not teach a weekly studio class.
 - 228 • **Studio Classes:** applied instructor with 3-5 students will receive ½ hour load for studio
 229 class and 1 hour load for ≥ 6 students
- 230 **Note:** Except in the jazz performance area, recital students enroll in MUA 300 and MUA 400
 231 level courses simultaneously. The instructor will be assigned .66 load (.33 for each course) and
 232 the student will receive one-hour of lesson time in the recital semester. Students performing a
 233 jazz-performance emphasis recital will register for one 400 level course for two credits (MUA
 234 473) and the instructor receives .66 load for an hour lesson.
- 235 • **Ensemble Rehearsals**-ensemble directors receive 1-hour load/hour of rehearsal time
 - 236 • **MUS 100/200/300/400 Screaming Eagles Marching Band**- Director receives 6 hours
 237 load
- 238 4. Course Scheduling and Faculty workload
- 239 a. All academic courses are taught in rotation, usually in 4-semester rotation.
 240 b. Core courses must be taught in rotation regardless of the enrollment and usually
 241 taught annually
- 242 c. Any required courses (such as WW Tech for Music Education majors) must be
 243 taught in rotation regardless of the enrollment. Instructional load will be
 244 determined by the Chair and in consultation with the Dean.

- 245 d. Upper-division electives with <6 students will be awarded instructional load of
246 .33 per student.
- 247 e. Upper-division electives that have a field experience attached to the lab (4-credit
248 course) and have <6 students enrolled will receive 2-hours load for the course
249 plus .33/student enrolled.
- 250 f. MUS 480 (independent study projects) will receive no instructional load.
- 251 g. **Student Teaching Supervision is .33 instructional load per student.**
- 252 h. MUS 161 (Small Ensemble course number)
- 253 As our accrediting body, NASM (National Association of Schools of Music),
254 expectations are that students participate in both large and small ensembles, and
255 that, specifically for music education majors, ensemble experiences should be
256 varied in both size and nature. With that in mind, the Department of Music is
257 committed to offering a variety of small ensembles under course number MUS
258 161. Faculty members overseeing each MUS 161 group of students with >3
259 students enrolled will receive an hour load per semester.
- 260
- 261 i. Workload determinations are subject to review/approval by the Dean/Director of
262 the unit.
- 263
- 264

265 **H. Instructional Academic Staff Responsibilities and Expectations**

266 Requests for IAS hiring will be presented to the college dean. The request will indicate one of the
267 standard titles from the teaching professor or clinical professor series and will outline specific
268 duties including teaching and any additional workload. Total workload for IAS is defined as a
269 standard minimum teaching load plus additional workload equivalency activities.

270 <http://www.uwlax.edu/facultysenate/41st/3-29-07/IAS%20Appendix%20B.htm>. See Faculty
271 [Senate Articles, Bylaws and Policies](#)

- 272 1. Instructional Academic Staff responsibilities can include the following:
- 273 a. promoting scholarship and creative activities;
- 274 b. promoting the continued professional growth and development of its members by
275 encouraging their participation in sabbatical leaves, developmental leaves,
276 conferences, professional workshops and other similar programs;
- 277 c. utilizing the expertise and interest of its members to provide professional service;
- 278 d. advising students of academic program requirements and presenting the array of
279 available career opportunities;
- 280 e. providing an internal governance structure in which the functions of the
281 departmental can take place.
- 282 2. The Department of Music IAS members will uphold the highest standards of
283 professionalism, ethics, academic integrity and collegiality.
- 284
- 285 3. IAS Workload Policy
- 286
- 287 a. Individual workload is a collaborative decision determined by the faculty and department
288 chair. Accountability for that determination shall rest with the department chair as
289 approved by the Academic Dean.
- 290 b. The workload of full-time instructional academic staff in the Music Department shall be

- 291 15 classroom hours per semester or 12 classroom hours plus department and University
 292 service and scholarship activities.
- 293 c. Load reassignment for IAS can be granted by the department chair and the academic
 294 deans for various reasons. These reasons can include recruiting, scholarship, the writing
 295 of academic reviews/reports or other assigned duties. Policies describing release/load
 296 reassignment expectations are included in Appendix D of these bylaws.
- 297 d. Determination of classroom contact hours follows the recommended Faculty Senate
 298 policy of 1 hour of instruction = 1 hour of contact load with the following exceptions:
 299
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 302 the longer lesson time is made available for all students, but the ratio of 3 students to
 303 1 hour of contact load remains the same.
 304 *Adjunct applied instructors* with fewer than 6 students can be compensated for 45-
 305 minute lessons if the longer lesson time is made available to all students and if the
 306 adjunct instructor does not teach a weekly studio class.
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- 309 **Note:** Except in the jazz performance area, recital students enroll in MUA 300 and MUA 400
 310 level courses simultaneously. The instructor will be assigned .66 load (.33 for each course) and
 311 the student will receive one-hour of lesson time in the recital semester. Students performing a
 312 jazz-performance emphasis recital will register for one 400 level course for two credits (MUA
 313 473) and the instructor receives .66 load for an hour lesson.
- 314 • **Ensemble Rehearsals**-ensemble directors receive 1-hour load/hour of rehearsal time
 - 315 • **MUS 100/200/300/400 Screaming Eagles Marching Band**- Director receives 6 hours load
- 316 5. Course Scheduling and Faculty workload (**note:** formatting would not accept “4” in
 317 numbering)
- 318 a. All academic courses are taught in rotation, usually in 4-semester rotation.
 - 319 b. Core courses must be taught in rotation regardless of the enrollment and usually taught
 320 annually
 - 321 c. Any required courses (such as WW Tech for Music Education majors) must be taught in
 322 rotation regardless of the enrollment. Instructional load will be determined by the Chair and
 323 in consultation with the Dean.
 - 324 d. Upper-division electives with <6 students will be awarded instructional load of .33 per
 325 student.
 - 326 e. Upper-division electives that have a field experience attached to the lab (4-credit course)
 327 and have <6 students enrolled will receive 2-hours load for the course plus .33/student
 328 enrolled.
 - 329 f. MUS 480 (independent study projects) will receive no instructional load.
 - 330 g. **Student Teaching Supervision is .33 instructional load per student.**
 - 331 h. MUS 161 (Small Ensemble course number)
- 332 As our accrediting body, NASM (National Association of Schools of Music), expectations are that
 333 students participate in both large and small ensembles, and that, specifically for music education
 334 majors, ensemble experiences should be varied in both size and nature. With that in mind, the
 335 Department of Music is committed to offering a variety of small ensembles under course number
 336 MUS 161. Faculty members overseeing each MUS 161 group of students with >3 students enrolled
 337 will receive an hour load per semester.
 338

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

I. Non-Instructional Academic Staff Responsibilities and Expectations

See job descriptions as posted in Human Resources.

J. Learning Environment Survey (LENS Policy)

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

Probationary ranked faculty will be expected to provide the LENS summary reports since date of hire for retention and tenure decisions. LENS summary reports will be electronically accessible to personnel review committees who have been granted the authority to access them.

Probationary-ranked faculty should consider including LENS summary reports as an appendix to Teaching and how to implement effective teaching improvements based on this data. LENS summary reports may be a good strategy to document effective teaching changes which are to be included in their DM Narrative, the Digital Measures Report, or both.

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

The Department of Music collects the LENS data every semester for all courses listed in WINGS.

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

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

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

386 **III. Merit Evaluation (Annual Review)**

387 The results of annual reviews for all ranked faculty who have completed at least one academic
 388 year at UW-L are due to the Dean's Office on Dec. 15 annually. However, the Chair should be
 389 mindful of personnel reviews due to the Dean's Office before the Dec. 15 deadline. For example,
 390 second-year probationary faculty are due in mid-October and require reporting merit results for
 391 all faculty and instructional staff. All faculty and IAS have a June 1st deadline for entering
 392 teaching, scholarship, and service activities into the electronic portfolios system (Digital
 393 Measures) on activities from the prior year June 1st through May 31st.

394
 395

396 **A. Evaluation Processes and Criteria**

397 Consistent with UWS 3.05 and UWL 3.05, the performance of all ranked faculty and continuing
 398 IAS in the music department will be reviewed annually. Areas to be evaluated include teaching,
 399 service and scholarship as described in the Merit criteria offered as guidelines in Appendix B.

400

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

405

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

411

412 **1. Faculty**

413 Reassigned duties outside of the department should be evaluated annually by the appropriate
 414 supervisor for the purposes of within department personnel processes (such as merit and post
 415 tenure review).

416

417 **2. IAS**

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

424

425 **B. Merit Eligibility**

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

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

429

430 **C. Categories of Merit Evaluation**

431 *No Merit*—Faculty who choose not to participate in the merit process and do not complete the

432 Merit Report via Digital Measures.

433

434 **Merit**—Faculty who complete and submit the Merit Report and meet expectations by providing
 435 evidence in the areas of teaching, scholarship/creative activity and service in the DM Report.
 436 Evidence in DM report includes hyperlinks to at least one syllabus for each course (not each
 437 section or term for the current academic year); hyperlinks to evidence of scholarly activities
 438 associated with the specific entry (e.g., publication, grant, exhibition, etc.); hyperlinks for service
 439 are not required.

440

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

443

444 **D. Merit Evaluation Committee**

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

451

452 **E. Merit Evaluation Process**

453 The Department Chair will post all the DM reports to a One Drive Folder by October 1, making
 454 it accessible to the Merit Committee. The Department Chair will email the committee with the
 455 charge of the committee, the deadlines for submitting scores and the link to the One Drive
 456 Folder.

457

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

464

465 The Department Chair will communicate the results to the individual faculty members. Appeals
 466 to these results are defined under III. H. Appeal.

467

468 The chair’s merit designation shall be performed by someone appointed by the College Arts,
 469 Social Sciences & Humanities office.

470

471 **F. Instructional Academic Staff Merit**

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

477 **G. Merit Distribution**

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

482

483 **H. Appeal**

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

489

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

495 The faculty member shall have all the rights of appeal as outlined in the Faculty Personnel Rules
496 (UWS 3.06 - 3.11 and UWL 3.06 -3.08) (cf. <http://www.uwlax.edu/hr/a-z.htm>
497

497

498 **IV. Faculty Personnel Review**

499 The department will follow the policies regarding retention and tenure described in the Faculty
500 Personnel Rules (UWS 3.06 - 3.11 and UWL 3.06 -3.08) [https://www.uwlax.edu/human-
501 resources/employee-handbook/
502](https://www.uwlax.edu/human-resources/employee-handbook/)

502

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

508

509 The department will follow policies guiding part-time appointments for faculty and tenure clock
510 stoppage available on the Human Resources website [https://www.uwlax.edu/human-
511 resources/faculty-and-staff/policies-and-procedures/
512](https://www.uwlax.edu/human-resources/faculty-and-staff/policies-and-procedures/)

512

513

514 **A. Retention/Tenure Review**

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

520

521 Narratives are part of the Digital Measures report. While the maximum number of pages for a
522 narrative is seven pages (plus an additional page for an abstract), 2nd-year retention hearings

523 should prepare no more than 3 pages, and 4th-year retention hearing should prepare no more than
 524 5 pages. Promotional and Retention hearings can prepare the maximum number of pages as it
 525 applies. Additional guidance regarding narrative can be found at [GUIDE TO FACULTY](#)
 526 [PROMOTIONS AND PORTFOLIO DEVELOPMENT AT UW-LA CROSSE](#).

527
 528 Applied lessons and ensembles are academic courses. These courses include some unique
 529 elements that should be considered when evaluating teaching effectiveness—the one-on-one
 530 nature of applied lessons and the public performances of ensembles. Faculty should explain some
 531 of the inherent qualities of these experiences but also highlight unique experiences for any
 532 semester, such as a master class or premiere of a work.

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

- 536
 537 2. Departments will provide the following materials to the dean:
- 538 a. Department letter of recommendation with vote;
 - 539 b. Teaching assignment information (TAI) datasheet that summarizes the courses
 540 taught, workload data, grade distribution (last year for TAI was 2023)
 - 541 c. the LENS summary report (which are only available after completing a full
 542 academic year), and the
 - 543 d. Candidate Merit Rating Report.

544
 545 3. The initial review of probationary faculty shall be conducted by the tenured faculty of the
 546 appropriate department in the manner outlined below.

547
 548 4. Starting with tenured-track faculty hired effective Fall 2008, all first-year tenure-track faculty
 549 will be formally reviewed in the spring of their first year. A departmental letter will be filed with
 550 the Dean and HR. Formal reviews resulting in contract decisions will minimally occur for
 551 tenure-track faculty in their 2nd, 4th and 6th years. Tenure-track faculty members will be
 552 reviewed informally between the formal 2-, 4- and 6-year contract cycles by the RPT committee
 553 and a letter to the probationary faculty member, the Dean and HR will be created stating the
 554 results and any performance concerns that may need to be addressed ~~and corrected~~ before the
 555 tenure decision occurs.

556
 557 **B. Tenure/Retention Review Procedures and Departmental Criteria Excerpted from The**
 558 **Faculty Handbook: F-2 Faculty Tenure**
 559 http://www.uwlax.edu/HR/F_Handbook.htm.

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

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

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

576
 577 Once granted tenure, a faculty member may be dismissed only by the Board, and only for just
 578 cause, after due notice and hearing.

579
 580 **1. Timetable**

581 a. A call for review materials and written notice of the date and time of the Retention Hearing
 582 shall be communicated to each person eligible for tenure in accordance with university policy.
 583 Personnel Calendars will be distributed by the Provost Office in August for the upcoming year.
 584 The Department Chair will formally email the candidate no later than the first Friday of classes
 585 with the timeline for review materials, peer evaluation of teaching meeting and the retention
 586 hearing.

587
 588 b. Peer Evaluation of Teaching Committee

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

596
 597 *Each Evaluative Committee member will complete **at least one classroom evaluation annually**, with each*
 598 *PET member observing no fewer than two classroom observations for the 2-year period under review.*
 599 These visits must be completed prior to the PET meeting. Classroom observations shall be
 600 coordinated between members of the peer evaluation committee and the probationary faculty
 601 member in a timely manner.

602
 603 Written observations in the classroom shall include, but not be limited to:

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

609
 610 Additionally, each PET Committee member will review the syllabi for those classroom observations
 611 made during the same 2-year period under review.

612
 613 Review of syllabi shall include, but not be limited to:

- 614 i. Adherence to expectations set forth in Faculty Senate Policy

- 615 ii. Clear and fair expectations of assignments and grading policies
- 616 iii. Published calendar with assignment dates

617
618 The chair of the PET Committee will collect all the teaching observations and feedback, and
619 provide a written summary of the teaching evaluations to the probationary faculty member under
620 review and the entire PET Committee. At this meeting, the written summary will serve as a point
621 of discussion to support the probationary faculty member to continue to improve teaching as well
622 as materials being prepared for the retention/tenure hearing.

623
624 The committee shall meet with the instructor at least two weeks prior to the candidate's
625 *retention/tenure* Hearing.

626 627 **2. Materials for Review**

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

632
633 The probationary faculty member shall provide all materials (electronically using Digital
634 Measures) no fewer than 7 working days prior to the retention hearing. Materials should be
635 submitted and address the department's standards under the categories of Teaching, Scholarship,
636 Research and Creative Activity and Service for the period of review (**consult Appendix B:**
637 **Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS).**

638
639 The retention review process reflects the university's tenure and promotion procedures. This is
640 an evidence-based process that requires careful documentation including:

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

644
645 For the final retention hearing, or a promotion hearing, the candidate for retention will prepare a
646 three-part Retention Narrative consisting of no more than seven single-spaced pages (or 4,000
647 words) that includes the Report on Teaching Effectiveness (3 pages or 1,500 words), the Report
648 on Scholarship (2 pages or 1,000 words), and the Report on Professional and Public Service (2
649 pages or 1,000 words). A brief cover letter (1 page or less, 500 words) may be appended
650 summarizing key parts of the Retention Report. As stated above, 2nd-year and 4th-year
651 probationary candidates should prepare fewer pages for the narrative.

652
653 Faculty who have had administrative responsibilities should also note that section 5.1.5 of the
654 [Guide to Faculty Promotions and Portfolio Development at UW-La Crosse](#) delineates additional
655 material that may be submitted should the candidate have had Reassigned Time outside of
656 traditional expectations of faculty responsibility. Faculty tasked with departmental, college, or
657 university administrative responsibilities will additionally complete a 1-page (500 words)
658 narrative assessing their work, and attach a position description. The total length of the
659 Retention Report may thus be up to 9 single-spaced pages, 1" margins, 12-point font.

660

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

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

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

- 673 g. The TAI (Teaching Assignment Form) for the current period of review. The TAI was only
674 administered until Spring 2023.
- 675 h. The Candidate Merit Rating Report.
- 676 i. The written report from the Peer Evaluation on teaching (this letter is not to be forwarded to
677 the Dean).

678
679 The department shall formulate clearly stated written criteria describing what constitutes
680 satisfactory performance in teaching, scholarship, and service. Since position descriptions differ
681 between Music faculty members, i.e. organization directors and teaching faculty members, a
682 specific list of criteria and categories are included in the department bylaws Addendum. Please
683 refer to **Appendix B: Review Criteria for Merit, Retention, Promotion and Post-Tenure for**
684 **Faculty and IAS.**

685
686 The School of Education Director should review any SOE affiliated candidate's work as a teacher
687 educator and write a letter that addresses the candidate's professional contributions (teaching,
688 scholarship, and service) related to DPI standards and expectations for teacher education, and the
689 candidate's contributions to the larger educational community.

690

691 **3. Tenure/Retention Review Hearing**

- 692 a. The Department Chair shall preside at the *retention/tenure* hearing. Each probationary
693 faculty will make a brief, formal presentation. Following a discussion/interview with the
694 candidate, he or she shall be excused from the formal voting process. The Department Chair will
695 record a *official vote* regarding the recommendation for *retention/tenure* to be included in the
696 letter sent to the Dean.
- 697 b. The recommendation shall be based on a majority vote.
- 698 c. If the vote's result is not in favor of retention/tenure of the candidate, a record of reasons for
699 the decision shall be made prior to adjournment.
- 700 d. The Department Chair will submit the following [information as outlined by the Provost](#),
701 including the following:
 - 702 a. Department letter of recommendation
 - 703 b. DM Report from date of hire
 - 704 c. DM Annual Report from past year
 - 705 d. TAI form covering from date of hire with LENS summary report data included
 - 706 e. Candidate Merit Rating Report (since date of hire)

707 f. Descriptions of the merit procedures and departmental definition of scholarship

708 **4. Tenure/Retention Decision Notification**

- 709 a. In accordance with UWS 3.05 and UWL 10.03, the probationary faculty member will be
710 given the results of the vote within 7 working days of the Retention Hearing.
- 711 b. Notification of the Committee's decision will be reported to the Dean of the College and
712 other appropriate offices. This will include a formal letter from the Department Chair and
713 include the numerical vote and comments regarding teaching, scholarship and service of the
714 probationary candidate, along with any recommendations for future retention hearings.
- 715 c. The RPT Committee will supply the approved candidate with necessary support for the
716 university tenure committee. Faculty will be formally reviewed in the spring of their first year. A
717 departmental letter will be filed with the Dean and HR. Formal reviews resulting in contract
718 decisions will minimally occur for tenure-track faculty in their 2nd, 4th and 6th years.
- 719 d. In the case of non-retention or a non-tenure decision the faculty member shall have all the
720 rights of appeal as outlined in the Faculty Personnel Rules (UWS 3.06 - 3.11 and UWL 3.06 -
721 3.08) (cf. <http://www.uwlax.edu/hr/a-z.htm> UW-L Handbook Section F-2 Faculty Tenure).

722

723 **C. Post-Tenure Review**

724 **1. Purpose**

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

731

732 **2. The Post-Tenure Review Committee**

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

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

748

749 **3. Review Materials and Criteria**

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

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Material for Consideration by the Departmental Post-Tenure Review Committee

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

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

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

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

The Chair will provide the committee with a 5-year TAI. For SOE affiliated faculty the SOE Dean receives a copy of the review documents at the same time as the CASSH Dean. The department shall use the review criteria listed below describing satisfactory performance in teaching, scholarship, and service. Since position descriptions differ between Music faculty members (i.e. organization directors, academic faculty members, applied instructors, etc.) a specific list of expectations are included in the department bylaws **Appendix B: Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty and IAS**. Each category of the report is reviewed and discussed by the committee.

4. Post-Tenure Review Categorization

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

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

- a. **Meets expectations.** This category is awarded to those tenured faculty members whose performance reflects the expected level of accomplishment based on departmental bylaws.
- b. **Does not meet expectations.** This category is assigned to those tenured faculty members

798 whose performance reflects a level of accomplishment below the expected departmental level
799 and which requires correction. All reviews resulting in “does not meet expectations,” unless
800 overturned upon further review, will result in a remediation plan as described below.

801

802 **5. Results and Reporting**

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

806

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

813

814 Remediation Plan

815 If a significant performance deficiency is identified the faculty member will be asked to develop
816 a plan, based upon departmental criteria, to overcome areas of concern within a reasonable time.
817 Each following year, the results of the post tenure review(s), and any correction plans, will be
818 forwarded to the dean and faculty under review. The department forwards DM portfolio, TAI
819 and LENS summary report data along with the letter to Dean(s).

820 **D. Faculty Promotion Procedures**

821

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

824

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

826 http://www.uwlax.edu/HR/F_Handbook.htm.

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

836 **1. The Promotion Committee**

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

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2. Review Process

a. Eligibility

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

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

b. Committee, Meeting & Voting

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

c. Recommendation Decisions

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

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3. Promotion Criteria

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

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

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

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

4. Appeals Process

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

935 **V. Instructional Academic Staff Review**

936

937 **A. Annual Review**

938 In accordance with Faculty Personnel rules UWS 3.05-3.11 and UWL 3.08, academic staff will
939 be evaluated annually. [https://www.uwlax.edu/human-resources/faculty-and-staff/performance-](https://www.uwlax.edu/human-resources/faculty-and-staff/performance-appraisals/)
940 [appraisals/](https://www.uwlax.edu/human-resources/faculty-and-staff/performance-appraisals/)

941

942 **1. Procedures and Criteria for Evaluating Instructional Academic Staff**

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

947 a. Annually, during the spring semester, the Chair will notify each IAS member of the
948 scheduled review meeting at least twenty days in advance of the meeting. Each IAS member will
949 have no fewer than seven working days prior to such meeting to prepare and submit the DM
950 report to the Chair.

951 b. The annual review materials will consist of a Digital Measures Activity Report and LENS
952 summary report data. Considerations for the annual review will include, but not limited to the
953 following:

- 954 • Student Survey on Instruction (LENS)
- 955 • Syllabi
- 956 • Learning Outcomes
- 957 • Course-based Assessment Participation
- 958 • Peer Evaluation
- 959 • IAS Self-reflection/Teaching Philosophy

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

966 d. Policies and procedure guiding promotion for IAS are available at and will include items
967 referring to teaching, scholarship and service.

968

969 e. All RPT Committee members will have a chance to review these materials and express any
970 concerns or recommendations at the review meeting.

971

972 f. All first-year IAS with an annual contract will be given a formative mid-year evaluation of
973 all courses completed by a Peer Review Committee, including the Department Chair and two

974 appointed RPT Committee members. Mid- semester evaluation materials will include a one-page
 975 summary for the IAS under review (this summary should address material specified by the Peer
 976 Review Committee), and a summary of peer observations made by the Peer Review Committee.
 977 The peer teaching observations will include at least one observation for each course being taught
 978 during the current semester.

979

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

984

985 g. An IAS who has completed 6 year's-service with a 100% appointment will no longer be
 986 reviewed by the RPT Committee but will be reviewed annually by the Department Chair.

987

988 h. Appeal of a review decision may be reconsidered by the RPT Committee (defined in VI.A.)
 989 upon receipt in writing of a request for a hearing. The request for reconsideration must be
 990 submitted to the department chairperson within seven calendar days of notification of the results.
 991 The request must include the reasons for the hearing. Reasons and discussion during the hearing
 992 must be restricted to information contained in the materials provided for the annual review listed
 993 in VI.A.2 and the Peer Review Committee.

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

998 **C.** Career Progression/Promotion

999 Policies and procedure guiding career progression for IAS are available at [HR](#) Policy: Guide to
 1000 Instructional Academic Staff Promotion
 1001

1002 **1. Career Progression/Promotion Procedures**

1003 IAS wishing to go through career progression will follow the guidelines and timetable found at
 1004 the [HR Policy: Guide to Instructional Academic Staff Promotion](#). :
 1005

1006 The Department will adhere to the Career Progression Deadlines:
 1007

First Friday of December	Career Progression Portfolio with Departmental Materials due to Deans from Department Chairs
First Friday of January	Career Progression Portfolio due to the Faculty Senate Office. (Portfolios held in Senate Office for review by committee members.)

First Friday of February	IASCPC recommendations due to the Provost Office. (Portfolios transferred to Human Resources.)
Within 14 days (about 2 weeks) of receiving IASCPC recommendations	Provost recommendations due to Human Resources
Within 7 days of receiving Provost decisions	Human Resources issues notification letters to all IAS applicants
July 1 of Next Academic Year	New Title takes Effect

1008
1009 The IAS member will be notified no fewer than 20 days (about 3 weeks) in advance of the
1010 Career Progression review meeting and asked to prepare the portfolio for review using the Digital
1011 Measures reports. At least one week prior to the review the IAS member will provide the
1012 portfolio to the Department Chair who will upload it onto the Department Personnel CANVAS
1013 website. All committee members will review the portfolio prior to the meeting. The IAS member
1014 will be given an opportunity to provide additional oral or written support for the career
1015 progression prior to the meeting going into closed session. The IAS member will be notified
1016 within seven days of the results of the hearing. The Chair will be responsible for writing the letter
1017 of support and completing the departmental report that will accompany the candidate's portfolio
1018 that is sent to the Dean.

1019 **2. Career Progression/Promotion Reconsideration.**

1020 The candidate can appeal against the decision of the IAS promotion committee by following a
1021 process like the policy established for Reconsideration of Promotion for ranked faculty.
1022 Specifically, after receiving the Chair's notification, the career progression candidate will have
1023 14 days (about 2 weeks) to request reconsideration. The Chair will then convene the
1024 Departmental PRT Committee to hear all relevant evidence to support promotion. The candidate
1025 will have an opportunity to provide additional written or oral support relevant to promotion. The
1026 Personnel Committee will dismiss the appellant from the hearing room chambers and move into
1027 a closed session hearing to review all evidence pertinent to this petition. The Personnel
1028 Committee will then render its final decision on the appeal.

1029

1030 **3. Career Progression Appeal Procedures.**

1031 Each career progression candidate will have the right to appeal the Department's reconsideration
1032 decision to the Complaints, Grievance, Appeals and Academic Freedom Committee. Written
1033 notice of the reconsideration decision will be transmitted to the candidate and the Dean within
1034 seven (7) days.

1035

1036 **VI. Non-Instructional Academic Staff (if applicable)**

1037 **A. Annual Review**

1038 In accordance with Faculty Personnel rules UWS 3.05-3.11 and UWL 3.08, academic staff will
1039 be evaluated annually. [https://www.uwlax.edu/human-resources/faculty-and-staff/performance-](https://www.uwlax.edu/human-resources/faculty-and-staff/performance-appraisals/)
1040 [appraisals/](https://www.uwlax.edu/human-resources/faculty-and-staff/performance-appraisals/)

1041 Performance reviews of non-instructional academic staff (NIAS) are due to Human Resources
1042 from the Dean's office no later than July 31.

1043 **VII. Governance**

1044

1045 **A. Department Chair**

1046 The duties and selection of the Chair are determined by the Articles of Faculty Organization as
1047 printed in the Faculty Handbook.

1048 **1. Election of Department Chair**

1049 The Chair is elected by the department members in February for a three-year term. All full-time
1050 faculty and IAS department members and IAS granted eligibility by action of the ranked faculty
1051 (see Music Department Bylaws Section I. C.) are eligible to vote. The Dean shall send out
1052 nominating ballots to all eligible to vote. Department members who are tenured on staff at UWL
1053 for 3 or more semesters and not on a terminal contract or temporary appointment are eligible to
1054 be chair. The eligible candidate who consents to serve and receives 60% of the ballots will be
1055 elected chair. If one candidate receives less than 60% there will be a runoff between the two
1056 people with the most nominations who have consented to run.

1057 **2. Responsibilities and Rights of the Department Chair**

1058 The Department Chair supervises or performs the following duties:

- 1059 a. Course scheduling and teaching assignments,
- 1060 b. Developing and implementing the curriculum,
- 1061 c. Preparing and monitoring the Department's operating budget,
- 1062 d. Textbook rental purchases,
- 1063 e. Assigning offices and space, and oversight of equipment and facilities,
- 1064 f. Point of contact for requests for use of Department facilities by entities outside the
1065 Department,
- 1066 g. Convening and presiding at regular and special meetings of the Department, and appointing
1067 faculty to Departmental committees,
- 1068 h. Evaluating the performance of faculty, academic staff, and classified personnel within the
1069 Department,
- 1070 i. Preparing the Department's annual report
- 1071 j. Department assessment and program review,
- 1072 k. Representing the Department in various university matters,
- 1073 l. Hearing and responding to student concerns,
- 1074 m. Coordinating and delegating duties related to Departmental participation in festivals and
1075 conferences as necessary, and
- 1076 n. Providing other duties and services as appropriate or required.

1077 In addition, the handbook specifies that the Chair will assume a prominent role in creating
1078 a professional environment conducive to high morale and productivity in the Department.

1079 o. The Chair may delegate performance of the duties to committees or members of the
1080 department.

1081 p. In compensation, the Chair receives a .5 reduction in load during the academic year and a
1082 fractional administrative summer appointment determined by the Dean of the College of Arts,
1083 Social Sciences and Humanities.

1084 The department will adhere to the selection and duties of the Chair that are delineated in the
1085 Faculty Senate Policies [https://www.uwlax.edu/globalassets/committees/faculty-](https://www.uwlax.edu/globalassets/committees/faculty-senate/20190611-policies-fs.pdf)
1086 [senate/20190611-policies-fs.pdf](https://www.uwlax.edu/globalassets/committees/faculty-senate/20190611-policies-fs.pdf) under the heading "IV. Responsibilities of Departments,
1087 Department Members and Department Chairpersons," "V. The Selection of Department
1088 Chairpersons," and "VI. Remuneration of Department Chairpersons." In addition, references to

1089 chair-related duties are stated throughout the [Employee Handbook](#): □
1090

1091 3. In February of the Chair's second year, the CASSH Dean's Office should administer a chair
1092 evaluation form to all departmental personnel with departmental voting privileges. The
1093 quantitative and qualitative results are tabulated by the Dean and a summary is sent to the Chair
1094 and all the potential respondents. The purpose of this evaluation is formative.

1095
1096 As of Summer 2015, the Provost has requested that all department chairs be formally reviewed at
1097 least once during each 3-year term. The review should involve feedback from the membership of
1098 the department and from the Dean. The format and timing of the review is up to each Dean. The
1099 review need not be associated with merit; however, each department should indicate how non-
1100 instructional assignments are reviewed.

1102 4. Summer Administrative Duties

1103 In the summer, the Department Chair receives a fractional appointment and is responsible for
1104 seeing department business as it comes up. The chair should appoint an interim chair if he/she is
1105 going to be away for more than three days and notify the Department and the Dean's office.

1107 **B. Standing Departmental Committees**

1108 **1. Music Department Committee of the Whole**

1109 a. Membership: Every Department member with voting privileges and one student
1110 representative serves on this committee.

1111 b. The music student elected by the majors and minors at the beginning of each academic year
1112 will also serve on this committee but will not have voting privileges.

1113 c. Duties and Responsibilities: Work on Departmental functions

1114 **2. Merit Committee** (See III. Merit Evaluation Committee/Annual Review)

1115 a. Membership: Three faculty/IAS

1116 b. Appointment: Annual rotation through department members with voting privileges and must have
1117 completed one full year of employment at UWL. Order of faculty will be maintained by the Department
1118 Chair. The rotation will shift by one person. Thus, each staff member will traditionally hold a 3-year term
1119 on the Merit Committee.

1120 c. Term: Academic year

1121 d. Duties and Responsibilities:

1122 i. Work with the Department Chair to determine a calendar for review, and when scores
1123 must be submitted in the calendar year (Note: Results of Merit for all staff are a required
1124 document for Retention Hearings held in October and November). The Department Chair
1125 should work with the ADA to provide a shared digital folder that includes all Annual
1126 Activities Reports (run through Digital Measures) and scoring forms.

1127 ii. Review and score merit materials of for all tenured, non-tenured and IAS and non-
1128 tenured faculty using the Merit Scoring Form found in Appendix E. Note that committee
1129 members do not review themselves.

1130 iii. Submit scores anonymously to the Music Office by the date requested by the Department
1131 chair.

1132 iv. Update policies, procedures and bylaws as needed or charged by the Department chair

1133 v. Submit an end-of-the-year report including results of Merit, any voted changes to
1134 policies, procedures and bylaws, and recommendations for next year's committee.

1135

1136 **3. Retention, Promotion, Tenure Committee (RPT)**

1137 a. Membership: Tenured faculty

1138 b. Appointment: With tenure

1139 c. Term: Continuous

1140 d. Duties and Responsibilities:

1141 i. Attend all non-contract review meetings and retention hearings scheduled throughout the
1142 spring and fall semesters, respectively.

1143 ii. Review retention and tenure materials of non-tenured faculty prior to scheduled meetings

1144 iii. The committee votes and offers recommendations to the Department chair for inclusion
1145 in the subsequent letter to faculty member and to the Dean.1146 iv. Three members of this committee will serve as the Peer Evaluation of Teaching
1147 Committee as defined in our Department Bylaws. Members shall abide by all
1148 expectations outlined in the Peer Evaluation of Teaching process as outlined under
1149 IV.B.1.b. of these Department Bylaws.1150 v. Submit an end-of-the-year report including results of personnel meetings, any voted
1151 changes to policies, procedures and bylaws, and any proposed recommendations to
1152 policies, procedures and bylaws for next year's committee.

1153

1154 **4. Curriculum Committee**1155 a. Membership: Minimum two faculty/IAS plus the staff member proposing new or revised
1156 curriculum If this member is already on the Curriculum Committee, a 3rd ad-hoc member should be
1157 appointed by the Department Chair.

1158 b. Appointment: By Department Chair

1159 c. Term: Academic year (with at least one renewing member)

1160 d. Duties and Responsibilities:

1161 i. Review Department's curriculum as appropriate

1162 ii. Review and recommend all CIM forms to be submitted for Departmental approval

1163 iii. Recommend new courses and courses for deletion from curriculum

1164 iv. Coordinate course offerings from emphasis areas

1165 v. Complete request to review the VPA page of the Resource Guide requested by Admissions

1166 vi. Complete requests to review front pages of UWL Catalog editing required R & R

1167 vii. Submit end-of-the-year report at the final Department meeting, including a summary of the
1168 approved curriculum changes by the Department for the current year (and consequently UCC),
1169 any voted changes to policies, procedures and bylaws, recommendations for changes to the
1170 Student Handbook and any proposed recommendations for next year's committee.1171 **5. Recruiting/Scholarship/Auditions Committee**1172 a. Membership: Minimum four faculty/IAS representing various areas of the program plus the
1173 Department Chair

1174 b. Appointment: By Department Chair

1175 c. Term: Academic year

1176 d. Duties and Responsibilities:

1177 i. Delegate responsibilities to other faculty (including adjunct) as warranted

1178 ii. Oversee training/assisting of recruiting by adjunct faculty

1179 iii. Coordinate revisions to Department brochures and website

1180 iv. Schedule Department's Campus Close Up representation

1181 v. Give Department tours to prospective majors and minors

1182 vi. Schedule audition/scholarship dates for incoming students

- 1183 vii. Schedule scholarship dates for returning students and request audition poster be created by
 1184 VPA Chair and official summer staff personnel
- 1185 viii. Make recommendations for scholarship awards to the faculty
- 1186 ix. Coordinate scheduled audition dates duties: send confirmation letters with necessary
 1187 audition information, man the welcome/information table, oversee in-person theory
 1188 assessments, run performance auditions, coordinate student volunteers to assist with
 1189 answering questions and offering tours of facilities, coordinate performance recordings and
 1190 circulate to faculty for consideration
- 1191 x. Submit end-of-the-year report at the final Department meeting, including a summary of the
 1192 results of recruiting (total, how many won, how many lost, etc.), report of final
 1193 scholarships, any voted changes to policies, procedures and bylaws, recommendations for
 1194 changes to the Student Handbook and any proposed recommendations for next year's
 1195 committee.

1197 **6. Recital/Honors Committee**

- 1198 a. Membership: Minimum two faculty/IAS
- 1199 b. Appointment: By Department Chair
- 1200 c. Term: Academic year
- 1201 d. Duties and Responsibilities:
- 1202 i. Schedule Honors' recital and audition (deadline for submission)
- 1203 ii. Coordinate Honors' recital and its publicity (programs, posters, mailings, scholarship and senior
 1204 recital awards)
- 1205 iii. Coordinate Departmental recitals (programs, performance order, special guests)
- 1206 iv. Oversee students' senior recitals as needed (reservation forms, collection/report results of
 1207 Evaluation Committee at Department meetings)
- 1208 v. Submit end-of-the-year report at the final Department meeting, including a summary of the
 1209 recitals as specified above, any voted changes to policies, procedures and bylaws,
 1210 recommendations for changes to the Student Handbook, and any proposed recommendations for
 1211 next year's committee.

1212 **7. Assessment Committee**

- 1213 a. Membership: One member from each emphasis area (vocal, woodwind, strings, etc.), one from the
 1214 music core curriculum area, and any Department member interested in assessment.
- 1215 b. Appointment: By Chair
- 1216 c. Term: Academic year
- 1217 d. Duties and Responsibilities:
- 1218 i. Research and share information on methods of course and program assessment
- 1219 ii. Propose adoption of new methods of program assessment to the Department
- 1220 iii. Assist emphasis area and individual faculty with course assessment
- 1221 iv. Conduct program assessment, exit surveys of graduating seniors, alumni surveys, etc.
- 1222 v. Report any new program assessment data to the Department at the beginning of each
 1223 semester
- 1224 vi. Maintain records of course and program assessment methods used, data collected, and
 1225 changes made based on the data
- 1226 vii. Produce reports on the Department's assessment efforts when these are requested by the
 1227 administration
- 1228 viii. Present these reports to the Department for approval prior to their submission to the
 1229 administration

1230 ix. Review the Department's Student Evaluation of Instruction instrument on a regular basis,
1231 and revise it if needed

1232 **8. Travel Committee**

- 1233 a. Membership: Three faculty/IAS
1234 b. Appointment: When deemed necessary by Chair
1235 c. Term: Academic year
1236 d. Duties and Responsibilities: Review and rank travel requests by faculty and IAS (due by
1237 October 1) into the following categories:
1238 i. Category 1-Travel support for scholarly presentations, invited guest performances, clinics
1239 and other refereed activities at the national level.
1240 ii. Category 2-Travel support for meetings, conferences where faculty are members of
1241 boards or officers of an organization or for representing the department. Also, for scholarly
1242 presentations, invited guest performances, clinics and other refereed activities at the regional
1243 level.
1244 iii. Category 3-Travel support for attending conferences, performances, and other music
1245 related activities as an attendee and local scholarly or creative activities.
1246 iv. Committee members will also develop, in consultation with the chair, an equitable travel
1247 funds distribution process for each category while leaving a balance of travel funds for
1248 faculty and staff travel requests that may be submitted after the travel request due date.

1249 **9. Individual Representation**

- 1250 a. School of Education Representatives
1251 b. Murphy Library Liaison
1252 c. General Education assessment coordinator
1253 d. Social Media Coordinator
1254 e. Equity Liaison (see Appendix G for description)
1255 f. Other service as needed
1256

1257 **C. Departmental Programmatic Assessment Plan**

- 1258 **1.** Developed by Chair in consultation with Assessment Committee
1259 **2.** Implementation and plan submitted to the University Program Assessment Committee
1260 (UPAC) as guided by the Office of Institutional Research [https://www.uwlax.edu/institutional-](https://www.uwlax.edu/institutional-research/assessment/)
1261 [research/assessment/](https://www.uwlax.edu/institutional-research/assessment/)
1262 **3.** Used for NASM and APR review processes
1263 **4.** Graduating Senior Music Majors Exit Surveys
1264

1265 **VIII. Search and Screen Procedures**

1266
1267 The department will follow hiring procedures prescribed by the University's Office of Human
1268 Resources (HR) with AAOD, UW System and WI state regulations.
1269

1270 **A. Tenure-track faculty**

1271 The approved UWL tenure track faculty recruitment and hiring policy and procedures are found
1272 at [http://www.uwlax.edu/hr/employment/PeopleAdmin/Forms/S&S-Planning&Procedures-](http://www.uwlax.edu/hr/employment/PeopleAdmin/Forms/S&S-Planning&Procedures-Faculty.doc)
1273 [Faculty.doc](http://www.uwlax.edu/hr/employment/PeopleAdmin/Forms/S&S-Planning&Procedures-Faculty.doc) Additionally, UWL's spousal/partner hiring policy can be found at
1274 <https://www.uwlax.edu/human-resources/spousal-and-partner-hiring/>
1275

1276 Searches for Faculty positions affiliated with School of Education (SoE) will collaborate with the
 1277 School of Education, Professional and Continuing Education (EPC) Dean who will convey DPI
 1278 requirements and consult with the department during the recruiting and hiring processes. This
 1279 consultation may include input into the position description, approving the applicant pool for
 1280 campus/electronic interviews and employment offers. Departments are expected to follow the
 1281 *Hiring Procedures Policy for SOE Affiliated Faculty in Teacher Education Programs* available in
 1282 the School of Education Faculty Handbook.

1283

1284 **1. Organization of Departmental Search and Screen Committee**

1285 The department will organize a search and screen committee utilizing the following processes:

1286 a. The SS chair and department chair are responsible for reviewing current UWL hiring
 1287 procedures. The SS chair is responsible for briefing the SS committee on the SS procedures
 1288 including the confidentiality requirements.

1289 b. All Unclassified Recruiting Procedures are found at
 1290 <http://www.uwlax.edu/hr/employment/PeopleAdmin.htm>
 1291

1292 **2. Pre-Posting and Posting Procedures**

1293 Upon notification that HR has received the authorization to Recruit for Faculty Position from the
 1294 Dean the SS committee will develop the following materials.

1295 a. *Position Description*

1296 A position summary with major duties outlined.

1297 b. *Selection Criteria*

1298 A form indicating the selection criteria identifying how applicants will be evaluated against the
 1299 criteria – a sample is available on-line through HR.

1300 c. *Plans for advertising the position.*

1301 d. The chair of the department or a SS committee member designated as the convener will
 1302 convene the first meeting. The first meeting will include the selection of a SS chair and secretary.

1303 e. By a simple majority vote, the SS committee will elect the SS committee chair (hereafter “SS
 1304 chair”). Unless a recorder is elected, the SS chair will be responsible for taking official minutes of
 1305 meetings for the record. After the SS committee has elected the SS chair the committee members
 1306 will meet with the AAO and the SS chair will meet with HR.

1307 f. A simple majority of SS committee members constitute a quorum necessary to conduct SS
 1308 committee business. Changes to these procedures require approval of a two-thirds majority of the
 1309 SS committee members present and approval of the dean, HR and the AAO. Members may not
 1310 vote by proxy but may participate and vote by teleconference with advance notice to the SS
 1311 chair. The SS chair is a voting member of the SS committee. All voting shall be done by show of
 1312 hands unless a roll-call vote is requested by any member of the SS committee. The SS chair shall
 1313 maintain a record of all votes by indicating the number of yeas, nays, and abstentions. Votes of
 1314 all members will be recorded in roll-call votes. A record of all minutes will be kept on file by the
 1315 secretary or chair.

1316 g. All deliberations of the SS committee and the names of nominees and applicants are
 1317 confidential. Public statements are to be made only by the SS chair, and all questions relating to
 1318 the business or progress of the SS committee are to be referred to the SS chair for reply.

1319 h. The SS chair, in compliance with open meetings rules, will post notice of all SS meetings –
 1320 noting if any meeting will go into a closed session and whether a meeting that will go into a
 1321 closed session will subsequently go into an open session at the following: hrinfo@uwlax.edu -

- 1322 i. SS committee members, their spouses, family members, or partners cannot be applicants for
 1323 the position, so that there can be no possibility of nepotism.
- 1324 j. Through UWL Human Resources the SS chair and members of the SS committee will be
 1325 allowed access to the PeopleAdmin software at the HR website
- 1326 k. During the recruitment, search and screen, and hiring processes, all information and all
 1327 discussions and voting outcomes conducted in a closed meeting must remain confidential both
 1328 during the search and after the completion of the search process. Search and screen committee
 1329 members may discuss this information only with other members of the search committee or with
 1330 authorized ex officio individuals, e.g. the dean, the HR director, and the AAO.

1331 All SS materials will be uploaded to the PeopleAdmin site for review by Level 2 and 3.

1332 **3. Review (Level 2 and 3)**

1333 After review and approval by the Dean, HR, Budget and Finance, the AAO, the EPC Dean when
 1334 the position is affiliated with the School of Education the materials are posted by HR on the UWL
 1335 HERC and HigherEdJobs sites.

1336 **4. Placing the Advertisement**

1337 Upon receipt of the approval notice, the SS chair or department chair will place the faculty
 1338 position advertisements promptly and **without modification** to all other print and online sources.
 1339 Necessary billing information will be provided to Budget and Finance. All efforts will be made
 1340 to advertise in sources attracting diverse and underrepresented populations. Committee members
 1341 cannot be considered for the position.

1342 **5. Screening Applicants and Interviewing Applicants Initial Screening**

1343 Each member of the SS committee will review files of the entire pool of applicants and make an
 1344 initial assessment (yes/no) of each candidate to determine whether each applicant should be
 1345 considered further (Tier 2). Their decision should be based on whether the candidate meets the
 1346 selection criteria. The committee will then meet and discuss each candidate. If any committee
 1347 member believes a candidate deserves further consideration, they will be placed in the Tier 2
 1348 pool to receive further consideration.

1349 **Additional Screening Leading to a Finalist Group**

1350 The SS committee may solicit additional material from Tier 2 applicants retained for further
 1351 consideration. Applicants may be asked to provide additional materials via written
 1352 communication, audio or video recordings in support of their application and/or to provide
 1353 additional references.

1354 1. The SS committee may conduct telephone reference checks on each of the Tier 2 applicants
 1355 still under consideration. Calls will be made by one or more SS committee members as assigned
 1356 by the SS chair (or SS committee) and will use a standard set of questions that have been
 1357 reviewed and approved by the dean, AAO, and HR. For each call, a written record will be
 1358 maintained.

1359 2. If unsolicited materials are received, the SS chair retains the materials and does not share
 1360 them with the SS committee until such time (if ever) that similar materials are required of all
 1361 candidates.

1362 3. If telephone or electronic interviews are conducted, a common list of core questions will be
 1363 asked of all people interviewed. The use of standard questions does not prevent the SS committee
 1364 from asking follow-up questions as may be deemed appropriate.

1365 4. The SS committee retains the right to make off-list phone calls. Off-list phone calls are
 1366 reference calls to individuals not on the applicant's list of references. Given that confidentiality
 1367 requests by the applicants are still respected during this phase of the process, all applicants must

1368 be informed prior to any off-list phone calls being made, and a provision must be provided for
1369 the applicant to specifically identify any individuals s/he does not wish to have called. SS
1370 committee members making telephone reference checks shall verbally share the information
1371 obtained with the SS committee. The SS chair or designee may seek further information about
1372 each semifinalist as needed, while respecting the semifinalist's need for confidentiality. A
1373 written record must be maintained for each call.

1374 **6. Determining the Finalist Group**

1375 The SS committee shall discuss and vote on each applicant to select those to be moved to finalist
1376 (Tier 1) status. A simple majority vote of those present is required to advance an applicant.
1377 Applicants not advanced to finalist status on the initial vote can be brought to a re-vote only once.
1378 Any SS committee member may request a re-vote.

1379 1. The dean in consultation with AAO will decide upon the total number of applicants to be
1380 interviewed (normally 2-4).]

1381 2. The second tier (Tier 2) shall include the remaining applicants who the SS committee believes
1382 would be suitable for the position if the top tier applicants are determined to be unacceptable after
1383 an interview or are unavailable/decline an offer. At this stage any additional applicants not
1384 advanced to Tier 1 or Tier 2 shall be included with the original Tier 3 applicants and all shall be
1385 listed alphabetically and assigned a 'reason code' and contacted by email.

1386
1387 The SS committee will present the Tier 1 applicants with its recommendations for interviews to
1388 the department. The department shall vote on the recommendation of the SS committee. A
1389 majority of the department voting is required to approve the list of finalists. If paper ballots are
1390 used, each ballot must be signed and stored for 7 years.

1391

1392 **7. Authorization to Interview**

1393 Once the Department has approved the Tier 1 applicants the SS Chair will forward these
1394 applicants in PeopleAdmin to level 3 for approval to interview. After the department
1395 committee's Tier 1 candidates are approved by the College Dean. The College Dean will consult
1396 with the EPC Dean and evidence of the joint agreement is expected prior to the official approval
1397 in the electronic recruitment system. The Provost should be consulted if agreement cannot be
1398 reached.

1399 **8. Interviewing**

1400 The SS chair and chair will arrange with the candidates their on-site interviews by providing
1401 them with travel reimbursement tools (TER), interview itinerary, information on UW-L and the
1402 City of La Crosse and any other information that may be required for the interview.

1403

1404 A list of core questions will be prepared and asked of all applicants brought to campus for
1405 interviews. The SS chair will submit all interview questions to AAO and HR for approval.

1406 Each member of the committee should review UWL's

1407 [https://www.uwlax.edu/globalassets/offices- services/human-resources/confidentiality-statement-](https://www.uwlax.edu/globalassets/offices-services/human-resources/confidentiality-statement-and-guidelines-for-interviewing.pdf)
1408 [and-guidelines-for-interviewing.pdf](https://www.uwlax.edu/globalassets/offices-services/human-resources/confidentiality-statement-and-guidelines-for-interviewing.pdf) and be apprised that interview guidelines regarding illegal

1409 questions apply to all conversation with the interviewee in both formal and informal settings.

1410 The SS committee may also choose to make approved off-list phone calls regarding finalists
1411 during this part of the process.

1412

1413 The SS committee shall arrange a meeting for each Tier 1 candidate with the College Dean and
1414 EPC Dean or designee when affiliated with School of Education.

1415 **9. The Hiring Process**

1416 After gathering information, interviewing, etc., the SS committee and all voting members of the
1417 department shall discuss the applicants and provide a non-ranked list of applicants to the Dean
1418 with supporting information on strengths and weaknesses (as they relate to the selection criteria).
1419 The Dean may choose to make additional reference checks. Then, in accordance with
1420 departmental by-laws and policies, the department chair or authorized representative(s) will
1421 consult with the Dean to collaboratively agree on recommendation(s) for hire.

1422
1423 Offers to hire must be agreed upon by the department or authorized representative(s) and the
1424 Dean (with the consultation of EPC Dean if affiliated with the School of Education).

1425 Departmental by-laws and policies may be written to determine this process of consultation
1426 representative(s) do not agree on a hiring decision, the following alternatives may be used: an
1427 additional applicant or applicants from the pool may be interviewed, an extension of the search
1428 may be authorized, or the search may be terminated by the department or authorized
1429 representative(s), or the Dean.

1430
1431 Once hiring is approved the candidate's status in PeopleAdmin will be changed to "Recommend
1432 to Hire" and when authorization is received, the SS chair or the Dean will contact the applicant
1433 to extend the job offer. The terms of the offer are developed by the Dean after consultation with
1434 the chair.

1435
1436 If the applicant(s) declines to accept the offered position (verbally or in writing), the department
1437 may request permission to offer the position to another interviewed applicant. Alternately, the
1438 department may request permission to interview additional applicants from the remaining Tier 2
1439 applicants, may request an extension of the search, or may close the search.

1440

1441 **10. The Closing of a Search**

1442 Upon acceptance of the offer by the applicant Level 2 completes the Hiring Proposal in
1443 PeopleAdmin. All remaining Tier 2 applicants are moved to Tier 3 and given a reason code and
1444 notified by email.

1445

1446 If a search ends *without* hiring an applicant, the dean must formally notify (via e-mail or
1447 hardcopy memorandum) the SS chair, department chair, PVC, AAO, and HR, and the necessary
1448 documentation must be provided to HR for the official search file.

1449

1450 The SS chair will provide copies of all ads, minutes, samples of correspondences, etc. to HR upon
1451 request.

1452 **B. Instructional Academic Staff**

1453 The search and screen procedures followed for an IAS position are identical to those that were
1454 utilized for faculty searches. An IAS search and screen committee must be chaired by a tenured
1455 or tenure- track faculty member. The Department Chair appoints the committee.

1456

1457 Hiring policy and procedures are found at

1458 <http://www.uwlax.edu/hr/employment/PeopleAdmin/Forms/S&S-Planning&Procedures-IAS->

1459 NIAS-Admin.doc (same for IAS & NIAS)

1460 **C. Contingency Workforce (Pool Search)**

1461 IAS Pool searches are established to develop a pool of candidates with skills needed to teach
1462 various courses that might be hired on a semester basis as IAS.

1463

1464 Hiring policy and procedures are found at [https://www.uwlax.edu/human-](https://www.uwlax.edu/human-resources/classification--recruitment/recruitment/#tab-recruitment-processes)
1465 [resources/classification-- recruitment/recruitment/#tab-recruitment-processes](https://www.uwlax.edu/human-resources/classification--recruitment/recruitment/#tab-recruitment-processes)
1466

1467 **D. Academic Staff (if applicable)**

1468 Hiring policy and procedures are found at [https://www.uwlax.edu/human-](https://www.uwlax.edu/human-resources/classification--recruitment/recruitment/#tab-recruitment-processes)
1469 [resources/classification-- recruitment/recruitment/#tab-recruitment-processes](https://www.uwlax.edu/human-resources/classification--recruitment/recruitment/#tab-recruitment-processes)
1470

1471 **IX. Student Rights and Responsibilities**

1472 **1. Complaint, Grievance and Appeal Procedures**

1473 For appeals on problems of discrimination, sexual harassment, or academic misconduct, a student
1474 should follow established University procedures as described in the Student Handbook at
1475 <https://www.uwlax.edu/student-life/student-resources/student-handbook/>

1476 1. For appeals on problems of instruction.

1477 a. The student shall first appeal directly to the instructor. The Department Chair may try to
1478 mediate between the student and instructor at either's request.

1479 b. If not thereby satisfied, the student may appeal in writing to the Department Chair. The
1480 appeal shall specify what the student believes to be wrongly done, supply evidence in support of
1481 the student's position, suggest a remedy or corrective action and be signed and dated.

1482 c. The Chair shall inform the student that the Department's appeal procedure is an advisory
1483 process only-not a judicial one. The Chair shall convey a copy of the appeal to the instructor. The
1484 Chair shall convene a hearing committee to serve as a neutral party. A record of the meeting and
1485 discussion shall be kept. The Hearing committee shall consist of three members
1486 selected by lottery from a pool of Music Faculty with at least three years of teaching experience.
1487 If the appeal is an action by anyone who would by this process be selected to the Hearing
1488 Committee, that person shall be replaced by the next person eligible. If the appeal is of an action
1489 by the Chair, the person at the top of the Hearing Committee priority list shall move from the
1490 Committee to perform those duties of the Chair Specified in this procedure and the next eligible
1491 person shall succeed to be on the Hearing Committee.

1492 The student may take a grievance through University processes as described in the Student
1493 Handbook at: <https://www.uwlax.edu/student-life/student-resources/student-handbook/>
1494

1495 **2. Course Grade Appeals**

1496 a. A student who strongly feels his or her semester grade in a music course taught by the
1497 Department is demonstrably improper or that the grading was prejudicial or capricious, the
1498 student should first confer promptly with the instructor(s).

1499 b. If the student and the instructor(s) are unable to arrive at a mutually agreeable solution, the
1500 student may appeal the case, within one month after the start of the next semester. For the
1501 purposes of student appeal, the "next semester" applies to Fall and Spring semesters. The
1502 following procedures will apply:

1503 1. The student will submit a written statement to the Department Chair, setting forth their
1504 reasons for seeking an appeal and presenting any supporting evidence.

- 1505 2. The Chair will give a copy of this grade grievance to the instructor.
1506 3. The Chair will request that the instructor make a written reply.
1507 4. This reply along with the student's grievance will be forwarded to the Grade Appeals
1508 Committee.
1509 d. The Chair will appoint a three-member ad hoc appeals committee to review the appeal. The
1510 committee members will be randomly selected from the Department (excluding the instructor
1511 involved in the grievance).
1512 e. The appeal committee will meet within one week after selection and receiving the grievance
1513 and instructor's reply. The committee may request to meet with the instructor or student.
1514 f. A written decision will be forwarded to the student with reasons for the decision.
1515
1516 3. Expectations, Responsibilities and Academic Misconduct Academic and non-academic
1517 misconduct situations are referenced at: <https://www.uwlax.edu/student-life/>
1518
1519 4. Advising policy
1520 Each student majoring in Music will be assigned a faculty advisor within the Department
1521 appropriate to that student's area(s) of study. Students' requests for a particular advisor will
1522 generally be honored when feasible. Students are expected to meet with their advisors each
1523 semester to discuss academic progress, post-graduation pursuits, etc. Faculty members are
1524 expected to keep posted office hours.

1525 **Appendix A: Promotion Criteria for Tenure-Track Faculty**

1526

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

1527

1528 **Appendix B. Review Criteria for Merit, Retention, Promotion and Post-Tenure for Faculty**
 1529 **and IAS**

1530

1531 **I. Statement on Scholarly & Creative Activities**

1532 It is commonly accepted by leading institutions in higher education and within their accrediting
 1533 associations that scholarship in the arts embraces both research (Ph.D.) and performance (DM/DMA).

1534 Faculty members in the Department of Music are encouraged to pursue professional activities that
 1535 promote artistic development, provide modeling for students and enhance the artistry of the
 1536 department, college and the university-at-large.

1537

1538 The activities listed below are not an exclusive or exhaustive list, but rather guidelines that will be
 1539 considered for faculty tenure, merit (annual reviews) and promotion. Professional activity in the
 1540 music department will consist of traditional scholarship but will equally weigh performance,
 1541 composition and other creative endeavors.

1542

1543 **Scholarly/Creative Activities:**

1544 **Publications:**

1545 -Publications as author or editor in monographs, journals, trade magazines, online publications,
 1546 reviews, etc.

1547 -Papers submitted for publication in state, regional, national or international journals. Peer-reviewed
 1548 publication is more highly regarded but not essential.

1549 -Scholarly books or chapters in books on topics such as music history, performance practice,
 1550 pedagogy

1551 -Scholarly contributions and/or editing in method series (for instrumental/choral/vocal/piano
 1552 instruction). These must lead to professional publication.

1553 -Scholarly development for the classroom including software and web development

1554 -Reviewing books, articles, papers, compositions, or music

1555

1556 **Composition/Arranging**

1557 -Published compositions are given more weight than unpublished. However, due to the difficulty of
 1558 getting contemporary works published, performance of unpublished works is highly valued.

1559 -Arrangements of literature (re-scored music for a different instrumentation) are equally regarded in
 1560 performance and publication.

1561 -Editing/Transcribing music

1562

1563 **Recordings of Artistic Performances**

1564 -Publication and distribution of professional audio recordings

1565 -Publication and distribution of professional video recordings

1566 NOTE: Recordings published by outside agencies are considered more desirable, but distribution of
 1567 performances (on a public platform) is equally regarded.

1568

1569 **Performances:**

1570 -On-campus performances such as a

1571 • faculty solo recital,

1572 • chamber recital,

1573 • a concerto performance as well as

1574 • a performance at a campus event

1575 are beyond the normal teaching load of a faculty member. Internal peer review is a normal and

1576 expected aspect for on-campus performance. These performances often take 80+ hours of personal
 1577 and professional commitment, providing modeling for UWL students.
 1578

1579 -Off-campus (invited) performances normally imply peer review. Off-campus performances are
 1580 earned and require a special invitation:

- 1581 • solo recital
- 1582 • chamber recital
- 1583 • artist-in-residence (includes performance)
- 1584 • membership in professional ensemble (such as the La Crosse Symphony Orchestra)
- 1585 • professionally contracted position (for example, conducting, accompanying, featured performer)
- 1586 • conducting an Honors Band/Choir/Orchestra/Jazz Ensemble (such as the Wisconsin All-State
 1587 Honors Concerts) and
- 1588 • guest conducting for a professional ensemble (such as the La Crosse Jazz Orchestra).

1589
 1590 A high standard of excellence in performance and literature is expected for both on- and off-campus
 1591 performances. Repertoire enhances and enriches the learning and performing environment for music
 1592 students and the UWL community.

1593
 1594 Off-campus workshops, master classes, clinics, festivals and adjudications are earned and require a
 1595 special invitation. These activities imply a high level of one's professional reputation. These include
 1596 the following invitations (list is not in order of importance):

- 1597 -Adjudicator
- 1598 - Clinician
- 1599 - Guest Conductor
- 1600 -Presenter
- 1601 -Teacher

1602
 1603 **Presentations:**

- 1604 -Invited presentations/lectures for conferences or meetings at the national and state level
- 1605 -Conference presentation of compositions, music literature, performance practice (including
 1606 performance and conducting techniques), and pedagogy (teaching strategies)
- 1607 -Invited presentations at local professional meetings
- 1608 -Guest lectures on campus
- 1609 -Guest lectures at professional performances (such as a pre-concert lecture)
- 1610 -Invited lecture-recitals for professional or academic organizations
- 1611 -Video presentation
- 1612 -Presenting representative examples of repertoire

1613
 1614 **II. Teaching**

1615
 1616 When evaluating teaching by faculty, the Department of Music considers examples such as those
 1617 suggested below as fundamental to the teaching activity of a faculty member at the University of
 1618 Wisconsin-La Crosse. This list is not exhaustive but provides examples of activities the
 1619 Department recognizes as effective toward improving teaching in the classroom, studio and
 1620 rehearsal.

1621
 1622 Examples of teaching activities:

- 1623 • Advising and counseling students

- 1624 • Providing models for students through performance
- 1625 • Attendance at workshops and seminars on teaching effectiveness
- 1626 • Development of curriculum in an area of expertise (i.e., substantial revisions to established
- 1627 classes or new classes).
- 1628 • Development of grant proposals and funding for the improvement of instruction
- 1629 • Direct and indirect assessment of teaching effectiveness, such as
- 1630 ○ Evidence of continual effort at self-improvement as described in the narrative and evidenced
- 1631 by supporting documents.
- 1632 ○ Evidence of remaining abreast of the field of the candidate's area(s) of expertise.
- 1633

1634 Other valid indicators of teaching effectiveness:

- 1635 • Preparation of teaching delivery employs various media
- 1636 • Teaching innovations (e.g., master classes, organized off-campus performances, special
- 1637 lectures and presentations)
- 1638 • Supervision of MUS 480 research projects
- 1639 • University outreach programs for music projects
- 1640 • Teaching Award(s)
- 1641 • Graduate School acceptance in area of study with faculty member writing the reference letter
- 1642 • Undergraduate Research Grant
- 1643

1644 III. Service

1645

1646 The Department of Music recognizes service to UWL (departmental, college and university-
 1647 wide) and professional service to the community at-large. The department expects regular
 1648 attendance at departmental/section/relevant committee meetings, assessment and developing
 1649 contributions to the university and/or community. Rather than simply providing a list, the
 1650 candidate should explain the specific work accomplished in the service area and the relative
 1651 importance of that service.

1652

1653 The Department expects recruiting activities to be included in the service record. These activities
 1654 might include (in alphabetical order):

- 1655 • Assisting with Campus Close-Up music sessions
- 1656 • Emails/phone calls/letters sent to prospective students
- 1657 • Positive communication (emails/phone calls/letters) with area music directors
- 1658 • Scheduling/assisting on-campus Music Visit Days (such as the Arts Day, Brass Day, Flute
- 1659 Day, etc.)
- 1660 • Scheduling prospective students to visit UWL
- 1661 • Visiting/Outreach to High School music programs to promote the Department of Music
- 1662

1663 Other unique examples to be described might include (in alphabetical order):

- 1664 • Advising of students
- 1665 • Advising to area music programs
- 1666 • Hosting a conference or competition at UWL
- 1667 • Member of Conference programming committee
- 1668 • Officer in professional organizations

- 1669 • Volunteer performances or presentation to the community in the faculty member's
1670 disciplinary interests and expertise

1671

1672 **Appendix C. Statement on School of Education Affiliated Faculty Teaching, Scholarship,** 1673 **and Service Expectations**

1674

1675 Preparation and Currency:

1676 SoE affiliated faculty are expected to incorporate current techniques that are relevant to the PK-
1677 12 setting as described in WI PI.34.11 2 (a, b):

1678 (a) Faculty who teach in initial and advanced programs leading to licensure shall have
1679 preparation specifically related to their assignment, hold an advanced degree and demonstrate
1680 expertise in their assigned area of responsibility.

1681 (b) Faculty who teach in initial and advanced programs shall be knowledgeable about current
1682 elementary, middle, and secondary curriculum, practices, requirements, technology, and
1683 administrative practices appropriate to their assignment.

1684

1685 Field and Student Teaching Supervision Assignments:

1686 Faculty and IAS who supervise teacher candidates (TCs) in field placements or student teaching
1687 settings as part of their workload assignment are expected to perform the duties required,
1688 including observing TCs in the field, meeting with cooperating teachers and TCs, supporting
1689 TCs with portfolio assembly, submission, and evaluation as needed, and submitting required
1690 documentation to SoE in a timely manner.

1691

1692 SoE affiliated faculty are expected to meet the following requirements in order to supervise
1693 teacher candidates in the field, as stated in PI.34.11 2 (c):

1694 Faculty who supervise pre-student teachers, practicum students, student teachers, or interns shall
1695 have at least 3 years of teaching, pupil services, or administrative
1696 experience or the equivalent as determined by the department in prekindergarten through grade
1697 12 settings.

1698

1699 The following aspects of field and student teaching supervision should be considered when
1700 evaluating faculty teaching workload and performance.

1701

1702 • **Observations** of teacher candidates (TCs) during their field or student teaching placements is
1703 required and should be performed in line with SoE Office of Field Experience expectations.

1704 • **Triad conferences** between each teacher candidate, university supervisor (UWL
1705 faculty/IAS) and cooperating teacher are also required in both field and student teaching settings
1706 and should be performed in line with SoE Office of Field Experience expectations.

1707 • **Documentation** responsibilities include completing observation reports using appropriate
1708 reporting tools, which are ultimately compiled by the faculty member. These should be performed
1709 in line with SoE Office of Field Experience expectations.

1710 • **Support and evaluation of pre-student teaching and student teaching portfolios** is
1711 expected of faculty with Field II and Student Teaching Seminar assignments. For pre- student
1712 teaching portfolios, faculty are expected to provide feedback and evaluate the TC portfolios. For
1713 student teaching portfolios prepared during student teaching placements, faculty are expected to
1714 provide more extensive ongoing support, clarification, and technical assistance as the TCs

1715 prepare and submit their required teacher performance assessment (edTPA) portfolio.

1716 **Scholarship**

1717 SoE affiliated faculty are hired in a role associated with preparing educators and are therefore
1718 expected to be engaged in scholarly activities that inform and enhance the work they do with
1719 prospective teachers.

1720 PI.34.11 2 (b):

1721 Faculty who teach in initial and advanced programs shall be knowledgeable about current
1722 elementary, middle, and secondary curriculum, practices, requirements, technology, and
1723 administrative practices appropriate to their assignment.

1724
1725 Appendix A: Components for the Review of Institutions of Higher Learning - acceptable
1726 evidence to support PI.34.11 2 (b) includes: listings of publications, articles, professional
1727 development participation, special projects, and grants.

1728
1729 Consequently, the following statements should guide departmental considerations of scholarship
1730 for SoE affiliated faculty.

1731 • Publications, articles, grants, and/or conference presentations that focus on the act of
1732 teaching and/or instructional methods (if peer reviewed) shall be considered scholarship rather
1733 than teaching activities. Conference attendance is considered faculty development rather than
1734 scholarship.

1735 Equal consideration should be given to high quality scholarship that informs PK-12 education in
1736 practitioner journals (with a rigorous review process) to high quality scholarship that informs
1737 PK- 12 education in academic journals (with a rigorous review processes).

1738 • SoE affiliated faculty may choose to pursue scholarship that is directly focused on preparing
1739 future teachers and/or PK-12 education, and/or content-focused scholarship in addition to
1740 scholarship that aligns with and informs their work as teacher educators, and/or scholarship that
1741 blends content and PK-12 education. SoE affiliated faculty should use narrative statements to
1742 articulate the connection(s) between their scholarship and their work as PK-12 teacher educators
1743 wherever possible.

1744
1745 **Service**

1746 SoE affiliated faculty are expected to participate in service that aligns with and informs PK-12
1747 education and their work as teacher educators as stated in PI.34.11 2 (d):

1748 Faculty who teach in an initial or advanced program shall be actively engaged in professional
1749 practice with prekindergarten through grade 12 schools, professional organizations, and other
1750 education related endeavors at the local, state or national level.

1751
1752 SOE-related service activities that clearly align with DPI expectations include:

- 1753 • Serving on SoE Task Force/Ad Hoc committees that span academic units
- 1754 • Program Directorship - the specific tasks and responsibilities associated with Program
1755 Directorship should be delineated in program and/or department bylaws
- 1756 • Chairing SoE Program level committees
- 1757 • Developing PK-12 partnerships such as Professional Development Schools (PDS)
- 1758 • Participating in SoE student recruitment, outreach, and support activities
- 1759 • Serving as liaison with PK-12 (PDS) partnerships

1760 • Academic Advising - WI Department of Public Instruction (DPI) mandates that SoE
 1761 affiliated faculty provide individual academic and professional advising to students as outlined in
 1762 PI.34:
 1763 PI 34.13 Student services. (1) ADVISING RESOURCES AND MATERIALS. The
 1764 institution shall insure all students have access to and are provided information and resources on
 1765 student services including personal, professional and career counseling, career information,
 1766 tutoring, academic, and job placement assistance.

1767 **Appendix D. Additional Departmental policies**

1768 **1. Salary Equity Policy** is determined by the University Provost and Faculty Senate through the
 1769 University Salary Equity Plan. Faculty members who believe they are entitled to an equity
 1770 adjustment are advised to consult with the Chair of the Department and the Dean of the College.

1771 **2. Sick Leave**

1772 Department members will account for sick leave in adherence to the most current UW System
 1773 guidelines at [https://www.uwlax.edu/human-resources/reporting-leave-usage-and-requesting-
 1774 time-off/](https://www.uwlax.edu/human-resources/reporting-leave-usage-and-requesting-time-off/)

1775 **3. Load Reassignment policy**

1776 Faculty may be granted up to .25 FTE load reassignment. The Dean must approve the description
 1777 and duties before the reassignment starts. Load reassignment is calculated with the following
 1778 formula:

1779
 1780 1 classroom contact hour of release time=30+ hours of duties per semester. (.25 FTE is a 3-
 1781 contact hour class, so a full load reassignment would be 75+ hours of duties).

1782
 1783 Depending on the reasons for load reassignment these duties may include school visits, phone
 1784 contacts, developing email lists, trips for research work, time creating academic reports or
 1785 reviews, organizing special events, etc.

1786
 1787 Priority will be given to faculty and IAS members who have not been awarded any load
 1788 reassignment recently.

1789
 1790 Faculty who are awarded a load reassignment will work with the department
 1791 chair in determining their teaching workload/courses for the semester of reassigned time to
 1792 ensure appropriate coverage of core/required courses.

1793
 1794 Faculty receiving load reassignment must present written documentation of all logged hours of
 1795 these activities at the end of each semester to the department chair.

1796 The Department Chair will submit the report of the load reassignment to the CASSH Dean's
 1797 Office.

1798
 1799 Evaluations should be included every year in the faculty member's retention, tenure, promotion,
 1800 merit, and post-tenure review processes. The minimum statement of "meets or does not meet"
 1801 expectations will be included in the review of the load reassignment.

1802
 1803

1804 **Appendix E. Merit Scoring Form**

1805

1806 **FACULTY/ACADEMIC STAFF MERIT SCORING FORM**

1807

1808 **Name: ___Academic Year ___**

1809

1810 Please follow the guidelines as published in our Department Bylaws.

1811

1812 **Ratings:**1813 **0 Does not meet expectations:** no evidence included in DM report1814 **1 Meets expectations:** evidence is found in DM report1815 **2 Exceeds expectations:** evidence in DM report is significant and beyond normal duties/efforts

1816

1817 **___ Teaching**

1818

1819 **Exceeds expectations:** Outstanding teaching (e.g., enthusiastic support and leadership toward
 1820 curriculum and instruction, evidence of trying to improve methods, documented development of
 1821 original and effective instructional activities, practices that exceed what we typically do well as
 1822 part of our role as teachers)

1823

1824 **___ Scholarship and Creative endeavors**

1825 **Exceeds expectations:** Outstanding scholarship/creative endeavors (e.g., regular performer,
 1826 presenter, or author of compositions, contributes to professional music community in the local,
 1827 regional, and national levels full recital, presenting to professional music organizations (high
 1828 schools, professional music associations), hired/invited to share expertise as a clinician, master
 1829 class artist, guest performer)

1830

1831 **___ Service: (Department, University, Professional and Community)**

1832 **Exceeds expectations:** Documentation of contributions to the department, university and/or
 1833 community. Outstanding service is beyond the traditional participation of committee work (e.g.,
 1834 assisting with Campus Close-Up, positive communications with prospective students and area
 1835 music directors, scheduling on-campus Music Visit Days and prospective students, Outreach to
 1836 High School music programs to promote the Department of Music, Volunteer performances or
 1837 presentation to the community in the faculty member's disciplinary interests and expertise)

1838

1839 **Total >5: High Merit >3: Merit < or =3: No Merit**

1840

1841 **Appendix F. Candidate Merit Rating Report**

1842

1843 Example of a DEPARTMENT MERIT RATING REPORT

1844

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

1845

1846 **Appendix G. Department of Music Equity Liaison**

1847

1848 Term: 3 years, renewable

1849 Appointment: Faculty interested in the position self-nominate and the department votes in April at the end of current
1850 appointee's term.

1851

1852 Equity Liaisons are defined by the initiative's university-level leadership team. The equity liaisons help build
1853 awareness of the unit's role in UWL's mission to provide an equitable and inclusive educational and workplace
1854 environment for all by:

- 1855 • advocating for best practices using unit-specific research and resources;
- 1856 • contributing to development of the unit's IE/Equity plan;
- 1857 • helping prompt discussion in the unit on equity conditions and needs;
- 1858 • conveying information about equity gaps specific to the unit;
- 1859 • cultivating a climate of shared responsibility for equity and diversity.

1860

1861 For more information, visit the [Equity Liaison website](#).

1862

1863 Specific to the Department of Music, the Equity Liaison:

- 1864 • provides Inclusive Excellence-related reports and announcements to the department when available;
- 1865 • works with the department chair and the department as a whole to develop the department's strategic plan;
- 1866 • collaborates with the chair the development of the annual inclusive excellence/equity report;
- 1867 • represents Music at university-wide Equity Liaison meetings;
- 1868 • attends campus-wide Equity Liaison training sessions.

1869

1870 The Equity Liaison role is not an administrative position and, therefore, has no authority in personnel matters or
1871 conflict resolution/intervention.

1872

1873 For the purposes of retention, tenure, and promotion, the Department of Music considers the duties and reach of the
1874 Equity Liaison as equivalent to chairing a university-wide committee or serving on a labor-intensive university-wide
1875 committee.

1876

1877