The governance document consists of the following sections:

1. Preamble
2. Department Mission Statement
3. Structure of Governance
   3.1 Faculty Membership
   3.2 Faculty Meetings
   3.3 Department Chair
   3.4 Departmental Records
4. Appointments, Promotion and Tenure, Evaluations
   4.1 Appointments
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5. Department Committees and Special Appointments
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7. Adoption and Amendments to the Governance Document
1. **Preamble**

The purpose of this document is to outline the principles and procedures that pertain to the operation and management of the department. No rules or procedures described in this document take precedence over the authority of the University or the College. In the event of conflict, University and/or College policy will prevail.

2. **Department Mission Statement**

The Department of Music is committed to a philosophy of education that draws its goals from the larger purposes of liberal arts education and from the guidelines of its accrediting agency, the National Association of Schools of Music (NASM). The primary aims of the department are to prepare students for a variety of professions in music, to provide all students with educational experiences that will enhance their understanding of and aesthetic sensitivity to music, and to serve as a vital force in the cultural life of the university, the community, and throughout the state and nation. The activities of the department reflect the university's commitment to excellence in teaching, creativity, and service.

The program of the music department is twofold. It provides:

1. A comprehensive program of professional studies for students who wish to prepare for careers in music, including teaching, performance, and composition, and for students who plan to pursue graduate studies in music.
2. Courses in music literature, history, theory and areas of performance for all student, regardless of major.

It is the department's mission to serve as an exemplar of the spirit and quality of a major university which strives to produce truly educated and well-rounded graduates.
3. **Structure of Governance**

### 3.1 Faculty Membership

"Faculty" is defined as all full and part-time faculty members. The voting members of the faculty are all tenured, tenure-track, lecturers, clinicians, and adjunct faculty with at least a half-time budgeted appointment in the Department. Lecturers, clinicians, and adjunct faculty may participate in discussions and vote on all issues except personnel, and may serve on department, college, or university committees. Membership and voting rights are maintained until the effective date of resignation or termination of appointment. Visiting, affiliate and temporary faculty may participate in discussions, but are not voting members of the faculty. Similarly, should they so desire, emeritus faculty may attend meetings and participate in discussions, but are not voting members of the faculty.

### 3.2 Faculty Meetings

During the regular academic year, the department faculty meets twice a month, normally on alternate Thursdays. The department chair calls and chairs the departmental meetings. Two-thirds of the faculty in residence will constitute a quorum. Proxy votes in writing are allowed, but may not be counted toward a quorum. All questions shall be decided by a simple majority vote. In the case of a tie, the chair may cast the deciding vote. Members on leave may request to be kept informed of upcoming departmental matters, may attend meetings and retain their voting privilege. Meetings are not normally held during the summer session and no permanent policy decisions will be enacted during the summer.

### 3.3 Department Chair

The department chair is appointed by the Dean of the College of Liberal Arts and Sciences in consultation with the Department of Music faculty. The chair has obligations to both the department (its faculty, students, and staff) and to the administration of the college and university. The obligations to the administration are discussed in the ISU Faculty Handbook.

Within the department, the chair provides overall leadership. This leadership role is extensive and includes (but is not restricted to):

1. Evaluating faculty.
2. Assigning responsibilities to faculty and staff.
3. Overseeing the hiring of faculty and staff.
4. Overseeing promotion and tenure recommendations.
5. Preparing and managing all aspects of the department's budget and diverse accounts, including delegation of some responsibilities as appropriate (e.g., management of project accounts by large ensemble directors.)
6. Encouraging and assisting faculty and staff development.
7. Assuring that the department sets goals and regularly evaluates its progress toward meeting them.
8. Managing the day-to-day activities of the department.
9. Chairing faculty meetings and keeping the department informed of administrative decisions and other items of importance to the department.

10. Representing the department to the administration, to other units in the university, and to organizations outside the university.

The chair should seek, and can expect to receive, careful counsel from the faculty on major administrative matters.
3.4 Departmental Records

The chair is custodian of all records. A copy of all non-confidential records shall be kept in a place accessible to any member of the department. These include:

1. Minutes of all department meetings.
2. Annual reports of standing and ad hoc committees.
3. Mid-term class lists and other enrollment information.
5. Official university documents such as the Faculty Handbook, The Basic Documents of the College of Liberal Arts and Sciences, the Graduate Faculty Handbook, and the ISU Office Procedures Guide.
6. Curricula vita for all faculty and materials submitted by candidates for annual evaluations and for promotion and tenure.
7. Course outlines for all courses offered by the department.

Confidential records are open only to the chair unless otherwise specified below. These include:

1. Grade lists of all courses.
2. Personnel files for each faculty member. Except for confidential recommendations, the contents of each faculty member's file is open to that faculty member and faculty shall receive a copy of all materials (excluding the confidential recommendations) placed in their file.
3. Student files (which are also open to faculty on a need-to-know basis and to the student).

4. Appointments, Promotion and Tenure, Evaluations

4.1 Appointments

The chair consults with the faculty regarding any faculty or P&S appointments, and in consultation with appropriate faculty, writes a Notice of Vacancy and advertises the position. The chair appoints an ad hoc Search Committee whenever it appears likely that a position will be able to be filled. The Search Committee shall study candidate files, gather other information as necessary, and encourage other members of the department to review candidate files. A file typically consists of a vita, letters of recommendation, transcripts, a tape, and other evidence of professional activities. The Search Committee will present the chair with a list of finalists and a recommendation to invite one or more candidates to campus for an interview.

The chair (or his/her designee) in consultation with the Search Committee (1) contacts candidates to arrange for on-campus interviews, (2) arranges the schedule for such interviews, (3) handles all correspondence with applicants both before and after the position is filled, (4) assures that the search is conducted in a manner concordant with affirmative action and equal opportunity policies, and (5) handles all negotiations with the leading candidate(s). Following the campus interviews, the faculty will vote (by mail ballot) and will qualify themselves for this vote by studying candidate files, attending appropriate parts of the
campus interview, and meeting individually with the candidate and/or members of the Search Committee. In the event of a tie vote, the chair will meet with the Search Committee to break the tie or to determine if additional candidates should be interviewed.

Lecturers, clinicians, collaborators, and adjunct faculty appointments may be made by the chair after consultation with faculty in the area of appointment. Lecturer appointments are normally used for non-tenure eligible appointments in Music. In the event that other appointment types are appropriate (collaborator, clinician, adjunct faculty), the appointment and review process will be the same as that used for lecturer appointments. Because of the short notice in receiving approval to fill some of these non-tenure eligible appointments, a Search Committee and full faculty vote is not required for appointments of one year or less. Individuals with Professional & Scientific (P&S) appointments may also be appointed to non-tenure eligible positions if they carry out faculty responsibilities for the department (such as teaching assignments). Reappointment of lecturers (including teaching appointments for P&S employees) or advancement to the rank of senior lecturer may be offered by the chair following consultation with appropriate faculty (as outlined under 4.4 Faculty Evaluation). All appointments, reappointments, and advancements of non-tenure eligible faculty are subject to approval at the College and University levels.

Reappointment of tenure-track faculty follows the procedures outlined below under 4.4 Faculty Evaluation. The early identification of criteria affecting a renewal decision is the shared responsibility of each faculty member and the chair (see “PSC Evaluation” below).

4.2 Term of the Chair

The executive officer for the Department of Music will normally be given the title of chair (or head) and will serve a three to five-year term. The chair of the department is eligible to serve successive terms, provided that the regular procedures below are followed. In the event of the chair’s absence for a limited period for vacation, illness, and other reasons, the chair shall appoint a senior faculty member to serve as temporary chair. For periods of absence in excess of three months, an acting or interim chair will be appointed by the dean in consultation with the department faculty.

4.3 Review and Nomination Procedures for the Chair

There shall be a review of the chair by the faculty in the spring of the year preceding the expiration of the chair’s term in office unless the chair states his/her intention to decline acceptance of reappointment as chair for an additional term. There shall be a review of the chair at other times if at least one-half of the faculty vote for such a review or if the chair requests such a review.
The primary purpose of the review of the chair is to evaluate his/her performance in carrying out responsibilities of the position. In addition, the faculty should consider the question "Do you prefer the current chair to continue as chair?" If two-thirds of the voting faculty affirm their preference that he/she continue as chair, then this recommendation shall be forwarded to the dean. In addition to comments on the chair's performance from individual members of the faculty, the review may also include comments from students and staff. All comments and recommendations shall be given to the dean who will prepare a summary of results of the review and make these available to the faculty and the chair.

In the event that the chair declines reappointment, or if the faculty vote is negative, the faculty should consult with the dean regarding whether the process should consist of an internal or an external search. Should the decision be in favor of an external search, the faculty will select a search committee which will be responsible for writing a job description and notice of vacancy, conducting an initial screening of applicants, and reporting to the dean on the criteria for ranking top candidates. Should the decision be made in favor of having an internal search, the faculty will send nominations to the dean. The appointment of the chair is made by the dean after consultation with the faculty.
4.4 Faculty Evaluation

The following information may be obtained for the evaluation of faculty.

**Position Responsibility Statement**
A position responsibility statement should be written for all new faculty members at the time of the initial appointment. The description itself should be general and only include the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments in annual reviews and the promotion and tenure process.

The position responsibility statement shall not violate the faculty member’s academic freedom in teaching, in the selection of topics or methods of research, or in extension/professional practice. The statement should be reviewed annually for non-tenured faculty and at least every five years for tenured faculty (normally during the year in which peer reviews are scheduled). This review of the position responsibility statement will allow for flexibility in responsibilities over time and for the changing nature of faculty appointments. The statement should allow both faculty members and their administrative and peer evaluators to understand the basis of the academic appointment and to place that into context with annual review criteria and promotion and tenure criteria. The position responsibility statement cannot be changed unilaterally by either the chair or the faculty member. (See the Department of Music Governance Document for further information.)

**Self Evaluation**
A written statement will be presented to the department head annually by each faculty member being reviewed. This self evaluation should be in a portfolio format documenting the teaching, scholarship, and professional practice activities beyond what is contained in the individual’s vita. Information to be included in the professional portfolio is described in the university promotion and tenure policy.

**Student Evaluation**
Students will be asked to evaluate faculty teaching. Each faculty member will use appropriate departmental evaluation forms for all courses taught and may add additional questions at his/her discretion. Letters from former students may also provide documentation of teaching strengths, but cannot replace the information obtained through regular student evaluations of teaching.

**Peer Evaluation**
Non-tenured faculty will be evaluated annually by their peers beginning in the first year of their appointment. Tenured faculty with fewer than three (3) years at Iowa State University will be evaluated by their peers in the second year of their appointment. Tenured faculty with more than three (3) years of service at Iowa State will be evaluated every seven years.

All Lecturers (non-tenure-eligible faculty) will receive annual reviews.

A faculty member not scheduled for evaluation may request an evaluation. The request must be made to the chair by the end of the first week of fall semester. The chair may request a
peer evaluation of a faculty member even though the individual is not scheduled to be evaluated that particular year, and the individual shall be so notified.

Lecturers: Peer reviewers for non-tenure eligible faculty (including those holding P&S appointments) will be selected by the chair in consultation with the faculty members being evaluated. Reviewers will normally include the chair of the faculty member’s division and/or other senior faculty with whom the individual works. Peer reviewers will be notified of their responsibility to prepare such evaluations at the beginning of the fall semester in order to have adequate time to observe faculty being evaluated. The individual being evaluated may also invite additional faculty members to prepare peer evaluations to be submitted to the chair. Other faculty members may submit written evaluations if they believe they have relevant information regarding individual faculty being reviewed. Peer reviewers will examine materials submitted by candidates and will also observe classes and attend performances. Written peer reviews should be submitted to the chair by April 1.

Tenured and Tenure-track faculty: The chair in consultation with the faculty members being evaluated will select individuals to prepare peer evaluations. Care will be taken so that over time most of the faculty who will ultimately be involved in making a decision about the promotion and/or tenure of that individual will have had the opportunity to prepare a peer review. One peer reviewer will be designated as the chair of a Peer Evaluation Committee (PEC) for each faculty member being reviewed. Each PEC must include at least three members, two of whom should be full professors if possible. Eligible faculty may vote only once for any candidate for promotion and/or tenure. In the case where a faculty member is assigned to serve on a PEC, the PEC’s recommendation constitutes that faculty member’s vote. The same would hold true for a member of the PSC. In the case of the Department Chair, that vote comes in the form of their final recommendation before moving the P&T recommendation forward. The committees should be selected so that faculty are reviewed by the appropriate voting faculty for each rank (i.e., assistant professors are evaluated by associate professors or full professors; associate and full professors are evaluated by full professors).

For faculty with a joint appointment of at least 25% in another academic department, at least one peer reviewer will be selected from the secondary department in consultation with the chair of that unit. These faculty members will be notified of their responsibility to prepare such evaluations at the beginning of the fall semester in order to have adequate time to observe faculty being evaluated. The individual being evaluated may also invite additional faculty members to prepare peer evaluations to be submitted to the PRC. Other faculty members may submit written evaluations if they believe they have relevant information regarding individual faculty being reviewed.

Each PRC will examine materials submitted by candidates and will also observe classes and attend performances. The PRC may schedule meetings with candidates to ask questions or request additional information. The PRC may also consult with faculty in the person’s division or others who work closely with the candidate. The PRC prepares a preliminary report for each candidate by April 1 and meets with the chair to discuss the report. Following this meeting, the PRC completes a written report for each candidate. The peer report is
forwarded to the candidate by the chair along with the chair’s evaluation (see below) and is part of the file that may be reviewed by the Preliminary Screening Committee in preparing recommendations for renewals, advancement to senior lecturer, and promotion and tenure.

**Evaluation by the Department Chair**

Lecturers: The chair will meet with each faculty member undergoing a peer review in the spring to review his/her goals, accomplishments, position responsibilities, and issues identified in the peer review process. Following this meeting, using information from above, plus any other at his/her disposal, the chair will forward to each faculty member a written evaluation. Faculty members will receive a copy of this evaluation. It is to be signed by the faculty member to verify its receipt. Faculty members may attach a statement to this document in the event that they disagree with some part of the evaluation.

Tenure-track faculty: The chair will meet with each faculty member undergoing a peer review in the spring to review his/her goals, accomplishments, position responsibilities, and issues identified in the peer review process. Following this meeting, using information from above, plus any other at his/her disposal, the chair will forward to each faculty member the PRC evaluation and the chair’s own written evaluation. For faculty with a joint appointment of at least 25% with another academic department, the chair will confer with the chair in the secondary department regarding the candidates goals, activities, and progress toward promotion and/or tenure and will request such commentary in writing. Faculty members will receive a copy of these evaluations. It is to be signed by the faculty member to verify its receipt. Faculty members may attach a statement to this document in the event that they disagree with some part of the evaluation.

The early identification of criteria affecting a negative tenure decision is primarily the shared responsibility of each faculty member and the chair. Periodic review of criteria for tenure and promotion by each member of the faculty should be encouraged as the basis for continued self evaluation. When the chair becomes aware of negative factors which could ultimately have an adverse effect on tenure or promotion decisions, it is his/her responsibility to bring these to the attention of the faculty members involved during annual evaluation conferences. Instances of negative evaluation by students and peers should be candidly discussed by the chair and the individual faculty member as soon as they become evident.

In addition to meeting with faculty undergoing peer reviews, the chair will provide an opportunity for individual meetings with all faculty to discuss their goals and position responsibilities each spring.

**Preliminary Screening Committee (PSC) Evaluation**

The department’s Preliminary Screening Committee shall review the above documentation for probationary faculty during the third year of an individual’s appointment or during the year prior to the offering a second letter of intent, whichever comes first. The PSC shall provide a written report to the chair to advise him/her regarding the candidate’s progress in meeting promotion and tenure expectations and the advisability of offering another three-year term. The PSC may invite other voting faculty (for example, associate professors who are not members of the PSC in that year) to express concerns or forward comments during
this third-year review. The PSC shall also review above documentation for lecturers during the final year of an individual’s appointment prior to the offering a renewal letter of intent. PSC members and any faculty in the division of the lecturer who are not on the PSC will be asked to submit a written ballot regarding the lecturer’s success in fulfilling expectations identified in the position description statement. The chair may cast a ballot in the event of a tie vote.

The PSC will also consider nominations for advancement to senior lecturer using a process similar to that for tenure review. A lecturer must have served a minimum of six years or complete 12 semester FTEs of employment to be reviewed for advancement to Senior Lecturer. Review of Lecturers for possible advancement to Senior Lecturer will have three possible outcomes:
- recommendation for advancement to Senior Lecturer;
- continuation of appointment as Lecturer;
- non-renewal of contract.

Individuals not recommended for advancement are eligible to reapply in subsequent years.

Recommendations for advancement to senior lecturer are based not only upon performance but also upon staffing needs of the department in curricular areas of specialization. The chair functions as a non-voting member of the PSC and chairs the meetings. Candidates for advancement will be asked to submit a dossier (position description statement, updated CV, and a teaching portfolio with a statement of teaching philosophy, sample syllabi and assignments, and student course evaluations). Written ballots regarding advancement are submitted to the PSC by all tenured faculty regarding the candidate’s success in fulfilling expectations identified in the position responsibility statement. Following a review of these recommendations, the PSC makes a formal recommendation to the chair whether to offer a new letter of intent (term of appointment from two to five years) and if they support advancement in rank.

### 4.5 Promotion and Tenure

Procedures for reviewing faculty for promotion and tenure are described in the department's Promotion and Tenure document.

### 4.6 Post-Tenure Review

All tenured faculty will have a post-tenure peer review every seven years. A post-tenure review may occur earlier at the faculty member’s request (but must be at least five years from the last review). A post-tenure review must occur during the year following two consecutive unsatisfactory annual reviews. Faculty members are exempted from their scheduled post-tenure review if: 1) they are being reviewed for higher rank during the same year, 2) they are within one year of announced retirement or are on phased retirement, or 3) they are serving as department chair.

The review will address the quality of the faculty member’s performance in accordance with all position responsibility statements (PRSs) in effect during the period of the review.
The review will include separate evaluations for the areas of teaching, research/creative activities, and institutional service. The review shall include an overall recommendation of the performance (superior, meeting expectations, or below expectations) and result in acknowledgement of contributions and suggestions for future development of the faculty member. A faculty member’s performance must be superior in all aspects of their PRS in order to receive a superior performance recommendation. A faculty member may receive a below expectations review if their performance in any aspect of the PRS is below expectations.

With all reviews, faculty members will receive recommendation for future development and an action plan for performance improvement in those areas. A “below expectations” post-tenure review recommendation will include specific recommendations for achieving an acceptable performance evaluation. The faculty member will work with the department chair and the chair of the review committee to develop a detailed action plan for performance improvement in areas deemed below expectations. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedure outlined for PRS mediation (Section 5.1.1.5.1) of the Faculty Handbook). Failure to have the performance improvement plan in place by the time of the next academic year’s annual performance review may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy (Section 7.2.2.5.1) of the Faculty Handbook).
5. Department Committees and Special Appointments

Much of the detailed discussion of department policy and activities takes place within the faculty committees. Faculty committees receive input and suggestions from faculty, students and other committees, and make recommendations for policy changes to the music faculty, the chair, and other university committees as appropriate. All committee recommendations must be approved by an appropriate agency to become department policy. A second area of responsibility lies in the implementation of department policy. Committees take an active role in carrying out the activities of the department in the areas of their concern. The department has three standing committees as described below.

5.1 Personnel–Preliminary Screening Committee (PSC)

The Personnel–PSC Committee consists of all full professors in the department, plus at least two members from the ranks of Assistant Professor and Associate Professor selected each year by the chair. The chair of this committee shall be the department chair. The duties of the Personnel–PSC Committee include the following:

1. Conduct an annual review of the music faculty following the guidelines established for the university as a whole, and make appropriate recommendations for promotion and tenure to the chair. The chair will make available to the committee pertinent information on the faculty under consideration and the committee will seek additional information from other sources as well.
2. Develop and maintain a system of student and peer evaluation of faculty performance, including formal and informal evaluations and observation of teaching.
3. Develop and maintain a system of mentoring for new faculty to provide ongoing orientation and assistance as they establish their professional association with the university.
4. Assist faculty members in obtaining financial support, both within and outside the university. The committee will keep up-to-date on sources of outside support and make this information available to faculty members on request.

5.2 Curriculum Committee

The duties of the Curriculum Committee include the following:

1. Review and recommend to the Music Faculty all changes in the department's course offerings and curricula.
2. Maintain a liaison with the Liberal Arts and Sciences Curriculum Committee and other college and university committees responsible for the academic program.
3. Prepare and edit the music portions of the ISU Catalog.
4. Consider requests for experimental courses and petitions from students for waiving curricular requirements and take appropriate action on each such request.
5. Revise and maintain the advising sections of the department’s web pages, keeping these in agreement with the current ISU Catalog and present department policy.
6. Develop and maintain a consistent system for reviewing each student's progress in the music program, including the establishment of policies governing the Continuation Examination.
The Curriculum Committee should be structured to maintain a balanced representation from the following areas: Music Education, Applied Music, Theory/History and Large Ensembles. Individual committee members may represent more than one area on the committee. The Curriculum Committee shall have a representative from academic advising. The term of appointment shall be six years. One or two of the members of each committee may be replaced each year, as appropriate. In cases of resignation, a replacement shall be selected for the unexpired term.
5.3 Awards Committee

The duties of the Awards Committee include the following:
1. Solicit nominations for faculty, staff, student, and alumni awards.
2. Attend meetings regarding College, University and Foundation awards procedures.
3. In consultation with the chair, select nominees for College, University and Foundation awards and write/collect nomination materials for nominees.
4. Coordinate the department student awards process (solicit and review nominations prior to the March faculty meeting).
5. Assist the chair in planning the student awards presentation event.

5.4 Grievance Committee

The Grievance Committee is charged with responding to academic grievances by students.
1. A Grievance Committee will be formed and will include the SRC Advisor and two members from the Curriculum Committee (appointed each year by the chair of the Curriculum Committee).
2. Any student who is concerned about a conflict of interest within the Grievance Committee should discuss it with the Department Executive officer who will make a final determination. In the event that the grievance involves the chair as well as a member of the Grievance Committee, the student should discuss the matter with the chair of the Curriculum Committee.

5.5 Scholarship Coordinator

The duties of the Scholarship Coordinator include the following:
1. Oversee the annual scholarship audition program, including publicity and correspondence with prospective students and their teachers with the support of the scholarship secretary.
2. Communicate with each division to establish consistent timelines and procedures for scholarship auditions and related activities.
3. Call and conduct meetings of division heads or their representatives to make recommendations regarding distribution of scholarship funds and report recommendations to the chair.
4. Conduct an ongoing review of existing scholarship holders in consultation with applied faculty and division chairs, monitoring their progress in the program and enrollment at ISU, notifying their advisors and applied instructors of problems, and recommending changes in scholarships to the chair.
5. Assist the chair in increasing funding for music scholarships.

5.6 Divisions

In order to function effectively as a comprehensive department, some articulation of divisions is necessary. These divisions are not independent units but are interdependent and intersecting entities within a comprehensive program.

a. Divisions Defined
A division is a faculty group whose teaching and/or performing areas define a specific portion of the academic program. There are two types of divisional leadership positions: those who hold their positions by virtue of their job descriptions (Band, Choral, Orchestra, Music Education, Theory/Composition, Musicology) and those who are appointed (Wind and Percussion; Keyboard; Strings; Voice). The Wind and Percussion, Strings, and Voice divisions include the ensemble directors in their respective areas as well as applied faculty.
b. Terms
Division chairs in the second category are appointed for three-year renewable terms by the chair in consultation with members of their division.

c. Duties
Division chairs report to the department chair. Responsibilities in larger divisions may be shared among the members of that division as appropriate and as requested by the division chair. Duties of the Wind and Percussion, Keyboard, Strings, and Voice Divisions include:

1) Call meetings of the division faculty (meetings should be held at least once per month during the academic year).
2) Consult with division faculty and report recommendations to the chair in matters of concern to the division, such as: scheduling classes, room assignments, teaching loads, strategic planning, and equipment needs.
3) Consult with the chair regarding appointment and reappointment of faculty in their division.

In addition, each division had significant responsibilities in recruiting. In divisions where recruiting is the shared responsibility of the applied faculty and ensemble directors (Wind and Percussion, Strings, and Voice divisions), it is recommended that responsibilities be divided as follows:

**Division Chair**
1) Coordinate the application, audition (including scholarship audition), and acceptance process for music majors in the division.
2) Prepare scholarship recommendations for the division.
3) Report admissions recommendations and applied enrollments to the chair.

**Director of Choral Activities, Director of Bands, Director of Orchestral Activities**
1) Coordinate recruiting activities of the division. This should include the development of a written plan regarding the recruitment of music majors and non-music major ensemble participants, in consultation with faculty in that division.*
2) Prepare an annual report to the chair on recruitment and retention in the division.*
3) Coordinate ensemble auditions for the division.

* In the Keyboard Division, the Division Chair coordinates the recruitment plan and prepares the annual report on recruitment and retention in consultation with faculty in that division.

### 5.7 Administrative Assignments

The chair may assign particular administrative duties to individual faculty members. Some of these assignments are made for an ongoing basis until terminated by the chair, others are appointed each year. Administrative assignments include, but are not limited to the following areas:
1. Student-faculty liaison/SRC Adviser
2. International studies
3. Library
4. Newsletter
5. General Recital
6. Recording Studio
7. Hamilton Fund Screening
8. Lipa Festival
9. All-State Workshops
10. Academic Advising
11. Holiday Festival
12. Town and Gown Representative
13. Ames Community Arts Council Representative

5.8 General Information
In the spring of each year, faculty members may indicate in writing to the chair their preferences for committee or administrative assignments. Committees may also make recommendations on prospective committee members at this time. The chair will appoint members to fill vacancies on department committees.

Each music faculty member will normally be appointed to one Administrative Assignment or Faculty Committee. Members of the Personnel–PSC committee will normally have two assignments. Additional administrative or committee assignments may be made by the chair.

The chairperson of each committee is appointed by the chair, normally for a two-year term.

Music Department committees and members of the faculty who are given administrative assignments must seek approval from the chair or the music faculty, as appropriate, for any changes in department policy.

A chairperson of a committee is encouraged to name subcommittees within the membership of his/her committee to accomplish particular tasks within the purview of that committee, and to include student members as appropriate.

5.9 Open Meetings
Music Department committees follow an "open meetings" policy. The chairperson can, at his/her discretion, acknowledge requests from non-committee members to give opinions on the topics being discussed. Only those parts of meetings dealing with personnel issues are closed.
6. **Travel Policies and Professional Support**

6.1 Travel

All absences from campus during periods of regular employment, whether at university or private expense, require administrative approval. Staff members who engage in projects in another country for more than two weeks should secure approval from the chair and provost before they make their plans. Faculty should follow policies stated in the *ISU Faculty Handbook*. Generally professional travel not involving university resources is simply reported on the departmental travel form (pink half-sheet). These travel reports are intended to keep the chair or Professor-in-Charge of Theatre and office staff apprised of faculty travel, professional activities, and changes in teaching schedules. When a faculty member's professional work requires him/her to be away from campus for a total of two weeks or more per semester, the activities should be discussed with the chair/PIC before accepting the engagements. Travel for personal reasons is not reported on departmental travel forms; however, when faculty need to be away from campus during the period when classes are in session (not including evenings and weekends), they should notify the chair of their plans and how they intend to cover any missed classes.

When faculty request to be absent from the campus for professional reasons for more than two weeks per semester, the LAS Dean has asked to be notified. The Dean is especially concerned about potential negative implications for the university when a faculty member is compensated both by ISU and an outside agency for the work during the same extended period of time. Thus, for leaves longer than two weeks, the request first goes to the chair (or for Theatre faculty to the PIC of Theatre and then to the chair) who will discuss options with the faculty member and then forward the request to the Dean. The faculty member requesting an extended absence should prepare a recommendation suggesting options for how his/her teaching and other responsibilities could be covered during this absence, such as:

- The faculty member could suggest some combination of independent study projects, exams, pre-recorded lectures, and/or other ISU faculty teaching some or all of the missed classes. When colleagues assist with teaching to accommodate a leave, the faculty member requesting the leave should handle course organization and grading. So that this does not strain collegial relationships, it would be important for the person requesting the leave to reciprocate in the future.
- A first- or second-half semester class might be appropriate. In this case the required class contact hours would be met by longer or more frequent classes during part of the semester. This would need to be determined prior to students registering for classes for that semester so that this alternate meeting schedule could be announced in the published schedule of classes.
- The faculty member on-leave could request to carry a heavier teaching load in one semester and a lighter teaching load in the semester of the leave. This would require sufficient notice to adjust the schedule of classes for that year (i.e., prior to students registering for classes in the spring prior to the leave).
• The faculty member could write a proposal for a leave (such as Professional Development Assignment). This would require sufficient advance notice so that if the leave were not approved, an alternate plan could be developed.
• The faculty member might need to take a leave-without-pay for the amount of the leave beyond the two week limit.

Faculty members should also report absences that involve a professional stipend on the annual consulting report following the directions circulated with that report.

Proposals for an extended leave must include the following:
name, application date, dates of the leave request, name of the agency/organization(s) requesting the services, description of the professional work proposed during the leave, benefit to ISU/department, expected ISU responsibilities needed to be covered during the leave request, options for covering teaching and other responsibilities during the proposed leave (list each class or other responsibility separately and give at least one option). See “Extended Leave Request” on the department’s web page.

6.2 Professional Support

All members of the faculty employed half-time or more are eligible to apply for departmental professional development support. However, priority may be given to tenure-track and tenured faculty over non-tenure eligible faculty. Forms (“Request for Financial Assistance: faculty travel to professional meetings” and Application for Funding Request”) are available through the main office and/or on the department’s web page. Requests should be submitted to the chair a minimum of three weeks prior to the activity. The top priority for departmental support is for faculty presentations at professional meetings and other peer-reviewed activities that would be viewed favorably in promotion and tenure. University funding may also be available for professional development activities on a limited basis. See the chair for further information.

7. Adoption and Amendments to the Governance Document

Adoption of this governance document and any amendments to it require a two-thirds affirmative vote by the faculty. Any voting member of the faculty or standing committee of the Department of Music may request that the document be revised by submitting suggested changes to the faculty at least one week in advance of consideration. The chair will call a meeting of the faculty to discuss and vote on proposed changes.