

**Manual of Operations**  
**University of Iowa School of Music**  
02.02.21 SOM faculty vote: 47 (yes) – 0 (no)  
Approved by CLAS 4.15.21

## I. STATEMENT OF PURPOSE

The School of Music of the University of Iowa seeks to attend to the entire spectrum of education in music. It educates students for professional careers as composers, scholars, performers, music therapists and educators. It recognizes the interrelationships of the academic disciplines and provides instruction in music as a humanistic study. Furthermore, the School endeavors to meet its obligations of service and assistance to its various communities, both within and beyond the University environment. In such a comprehensive School, the faculties of the several Areas are interdependent in their efforts to fulfill its purposes and large responsibilities.

The School of Music recognizes a responsibility to evaluate its current procedures and to support investigation of new avenues to effective teaching in the fields of music performance, music pedagogy, musicology, music theory, music composition, music education and music therapy. It seeks to facilitate the professional growth of its faculty members by providing the environment and the opportunities for scholarly inquiry and creative work, as well as the operating conditions that will stimulate such inquiry.

The School is dedicated to the advancement and sustenance of musical culture both in the academic setting and in society. The School recognizes the expanding character of musical art in contemporary life and undertakes to meet the challenge of this development with imagination and positive action.

## II. ADMINISTRATIVE ORGANIZATION

The School of Music is a unit within the Division of Performing Arts in the College of Liberal Arts and Sciences, and operates under the general policies and procedures of that College and of the University.

### A. The Director

#### 1. Appointment and reappointment

The Director of the School of Music is appointed by the Dean with the approval of the Provost. Annual reviews of the Director are conducted by the Dean. Five-year renewal reviews of the Director are conducted by the Dean in consultation with the School of Music faculty.

#### 2. Acting Director

The Director will appoint an Associate Director to represent her/him for School, College or University events as necessary.

### 3. Duties

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

- a. Call meetings of the School of Music; establish the agenda and chair those meetings.
- b. Establish the manner in which School business is handled.
- c. Prepare the budget and make recommendations pertaining thereto.
- d. Review continually the objectives, programs, and priorities of the School of Music; analyze the extent to which they are being achieved; and initiate or review proposals for changes.
- e. Make recommendations to the Dean for establishment and continuation of budget lines for faculty and staff positions.
- f. Monitor the conduct of searches for new faculty, and supervise the procedure by which faculty are evaluated for reappointment, promotion and tenure.
- g. Recommend candidates for faculty appointments, reappointments, promotions, and tenure to the Dean of the College of Liberal Arts and Sciences.
- h. Allocate existing space and facilities; formulate space and utility requests.
- i. Supervise the maintenance of School records and files.
- j. Establish ad hoc committees to review or study special problems in the School of Music.
- k. Represent the School of Music as liaison between the School of Music and Hancher Auditorium and the University of Iowa Foundation.
- l. Represent the School of Music to the rest of the University, to the public, and to the national scene of higher education in music.
- m. Develop the Summer Session budget.
- n. Supervise production of all unit reports with regard to instruction, including the annual NASM "HEADS" (Higher Education Arts Data Services) report.

## B. The Associate Directors

### 1. Appointment and reappointment

The Associate Directors are appointed for three-year renewable terms by the Director, after consultation with the faculty of the School of Music. The Associate Directors will be reviewed by the faculty and the Director at the beginning of the third year in office. Reappointment should be the result of a positive reaffirmation of the confidence by both reviewing parties. The Director will appoint an

Associate Director to represent her/him for School, College or University events as necessary.

## 2. Instructional Support and Enrollment Management

The Associate Director reports to the Director. Duties are assigned by the Director and normally include the following:

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

## 3. Graduate Studies

The Associate Director reports to the Director. Duties are assigned by the Director and normally include the following:

- a. Chair/convener of Graduate Committee.
- b. Coordinate graduate student orientation.
- c. Supervise and certify transfer analyses.
- d. Oversee graduate area requirements.
- e. Oversee graduate catalogue and internal graduate document revisions and editions.
- f. Oversee graduate curriculum information.
- g. Oversee advisory/diagnostic exams.
- h. Supervise comprehensive/recital/final exam committees and exam request procedures.
- i. Supervise graduation analyses.
- j. Create and manage SOM graduate exit surveys.
- k. Serve as chief graduate advisor for the SOM/liaison between graduate students and faculty.
- l. Serve as liaison with the Graduate College and the CLAS Office of Graduate Education.
- m. Oversee all reports to the Director, the Dean of Liberal Arts and Sciences and the Dean of the Graduate College regarding utilization of TAs and RAs, including TA/RA semester effort allocations and work evaluations.
- n. Vet and manage graduate student applications for non-SOM fellowships, scholarships, and grants.
- o. Recommend graduate stipends in coordination with the Director including TA, RA, block tuition allocations and non-block fellowships.
- p. Coordinate the training of all new TAs and RAs.

- q. Review the members of the Peer Review Committee for annual merit review recommendations to the Director.

#### 4. Undergraduate Studies

The Associate Director reports to the Director. Duties are assigned by the Director and normally include the following:

- a. Chair/convener of Undergraduate Committee.
- b. Coordinate undergraduate student orientation.
- c. Supervise and certify transfer analyses.
- d. Oversee undergraduate area requirements.
- e. Oversee undergraduate catalog and internal undergraduate document revisions and editions.
- f. Oversee undergraduate curricular information.
- g. Supervise graduation analyses.
- h. Create and manage SOM undergraduate exit surveys.
- i. Work together with School of Music Honors Program Coordinator.
- j. Serve as chief undergraduate advisor for the SOM/liaison between undergraduate students and faculty.
- k. Serve as liaison with College of Liberal Arts and Sciences Academic programs.
- l. Organize annual ICA scholarship competition.
- m. Organize annual Donor Appreciation Event.
- n. Review the members of the Peer Review Committee for annual merit review recommendations to the Director.

#### 5. Faculty Development and EDIB (Equity, Diversity, Inclusion and Belonging)

The Associate Director reports to the Director. Duties are assigned by the Director and normally include the following:

- a. Chair/convener of the EDIB Committee.
- b. Foster strategic initiatives/enhancement within the SOM (serving as support for faculty projects [including grants and awards] and support for larger departmental initiatives).
- c. Provide EDIB leadership for the SOM including trainings and initiatives in collaboration with the Director.
- d. Facilitate SOM alumni and emeritus faculty engagement initiatives for the SOM including updated databases for both groups.
- e. Manage the SOM faculty mentoring program.
- f. Review the members of the Peer Review Committee for annual merit review recommendations to the Director.

### C. The Areas

In order to function as a comprehensive School, some articulation of areas is necessary. The areas are not independent units but interdependent and intersecting entities within the comprehensive program.

#### 1. Areas defined

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

## 2. Establishment of Areas

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

## 3. Duties

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

## D. Area Heads

### 1. Appointment and reappointment

Area Heads are elected by the members of the respective area for three-year renewable terms. Area Heads are reviewed every three years. The Director may, after consultation with all members of the Area, terminate an Area Head appointment before the end of the three-year period.

### 2. Duties

Area Heads report to the Associate Directors and the Director. The duties of the Area Heads are assigned by the Director and, depending on the Area, may include any or all of the following:

- a. Call meetings of the Area faculty.
- b. Consult with the Area faculty, and report the results of such consultation to the Associate Directors in matters such as recommendations of admission of undergraduate and graduate students, recommendations for scholarships, recommendations for teaching and research assistantships, teaching loads, research assignments, assignment of thesis advisors, curriculum requirements, and requests for revisions to the Area's programs.
- c. Schedule classes and room assignments in consultation with the Associate Director for Instructional Support.
- d. Assist the Associate Directors in revision of those sections of the University catalog that pertain to the Area program.
- e. Represent the Area on the Music Executive Advisory Council.

### III. THE FACULTY

#### A. Faculty Defined

Members of the School of Music who hold the rank of Lecturer, Associate Professor of Instruction, Professor of Instruction, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor, Assistant Professor, Associate Professor, and Professor constitute the voting faculty.

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

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

#### B. Criteria for tenure-track faculty rank

See College [website](#)

#### C. Faculty Searches and Appointments

See College [website](#)

#### D. Review Procedures for Probationary Faculty

See School of Music [Standards for Review of Probationary Faculty](#)

See College [website](#)

1. As soon as a tenure-track faculty member begins his/her tenure track appointment, the Director, in consultation with the probationary faculty member (the candidate), will appoint a review committee consisting of at least three tenured faculty members from the School of Music. The chair will usually come from the candidate's area, and the other two may be from other areas within the School. The role of the review committee is:

a. To serve as "guide" and "mentor" for a probationary faculty member, helping her/him adjust to faculty life on this campus, apprising her/him of expectations and counseling as needs arise. This ongoing contact is essential in order that the review committee be able to evaluate the faculty person at the appropriate time. The candidate should see the review committee members as the individuals to whom she/he turns for advice and council.

b. To meet with the probationary faculty member periodically as a full committee to discuss progress being made and areas where improvement needs to be sought. This progress must be monitored regularly, from the first semester the individual is on campus.

- c. To produce a written report of the committee meeting, which is to be delivered to the Director, who will meet with the faculty person to discuss the report as well as any other matters pertinent to the faculty person's role on this campus.
2. Review committee reports of probationary faculty members will be presented at a meeting of the Director and the tenured faculty.
3. The tenured faculty will meet to discuss the dossiers and reviews of candidates undergoing third-year reviews, and will vote by secret ballot their recommendation on contract renewal.

#### E. Procedures for Promotion and Tenure Review

See Collegiate/University [Procedural Guidelines for Promotion and Tenure](#)

For candidates for tenure, the Department P & T Committee consists of the probationary review committee assigned to that candidate, with additional members appointed by the Director as necessary. For already tenured candidates being considered for promotion, the Director appoints the review committee as specified in the Collegiate/University guidelines.

#### F. Review Procedures for Tenured Faculty

See School of Music [Standards for Tenured Faculty Review](#)

See College [website](#)

#### G. Clinical Faculty

See College policy on [Clinical Faculty Appointments](#)

#### H. Non-tenure-track appointments

See College websites for [Instructional Track](#), [Visiting Faculty](#) and [Adjunct Faculty](#)

#### I. Rights and Responsibilities

1. At the time of appointment of a new Director of the School of Music the faculty has the right to determine the kind of administrative organization it prefers.
2. Faculty members are responsible for attending regular meetings of the faculty.
3. The faculty shall have the final decision on any committee action dealing with legislation affecting the School of Music.

#### J. Meetings

1. The faculty shall normally meet at least once each month.
2. Faculty meetings should be attended by all faculty, voting and non-voting, unless a subgroup is specified (tenured faculty, voting faculty, etc.). P & S staff members may attend general meetings but may not vote.
3. Those members of the faculty present at a regular meeting shall constitute a quorum.
4. Faculty meetings shall be conducted according to Robert's Rules of Order, and the meeting is normally chaired by the Director.

5. The minutes of the faculty meetings shall be taken by a member of the faculty or staff.
6. The Director's office will maintain a record of all School of Music legislation and a file of the minutes of faculty meetings.
7. Agenda items may be placed by any voting faculty member.

#### IV. COMMITTEES

##### A. Standing Committees

School of Music faculty (tenure-track and instructional-track) may not be elected or appointed to more than two standing departmental committees. Visiting and adjunct faculty are not expected to contribute to School of Music standing committees. School of Music faculty who serve in more than one college may not be elected or appointed to more than one standing School of Music departmental committee.

##### 1. Music Executive Advisory Council

###### a. Duties

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

###### b. Membership

The School of Music Executive Advisory Council shall be composed of the 11 area heads or area designees in the School of Music: brass/percussion, composition/theory, conducting/ensembles, jazz, musicology, music education, music therapy, piano/organ, strings, voice, and woodwinds (areas elect their own head). Faculty serving as an Associate Director are ineligible for membership on the Music Executive Advisory Council.

###### c. Term of Office

All members of the Music Executive Advisory Council shall take office at the close of each Spring semester. Areas are encouraged to nominate their area representative for no more than 3-year terms.

###### d. Officers

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

###### e. Meetings

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



## 2. Undergraduate Committee

### a. Duties

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

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

### b. Membership

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

### c. Term of Office

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

## 3. Graduate Committee

### a. Duties

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

- i. Monitor various graduate curricula in order to determine whether each is in compliance with NASM standards and with School of Music objectives.
- ii. Evaluate proposals for new courses, existing curricula, and expansion of curricula.
- iii. Review on a continuing basis the appropriateness of courses listed to fulfill School of Music degree requirements. Substantial changes in required courses, involving content, mode of presentation, and prerequisites, are subject to approval by the

music faculty. Proposed changes will first be submitted to the Graduate Committee for its study and response. When the changes are substantial, student responses will be solicited and included in the evaluation process.

iv. Institute period scrutiny of graduate examinations and recital procedures and requirements, particularly as they relate to faculty committee participation and responsibilities.

v. The committee addresses, explores and discusses all aspects related to graduate education in the School of Music.

b. Membership

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

c. Term of Office

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

4. Peer Review Committee

The Peer Review Committee shall be composed of seven tenured faculty members, elected by SOM faculty vote at the end of the spring semester. The election shall represent the following: 2 academic area representatives, 3 performance area representatives, 1 ensemble representative, and 1 at-large representative. At least three committee members must be full professors. School of Music Associate Directors may not serve on the Peer Review Committee. Faculty shall serve staggered three-year terms. The duties of this committee consist of recommendations to the Director for faculty merit reviews in the fall semesters and five-year peer reviews of tenured faculty in the spring semesters. The Associate Directors will review the members of the Peer Review Committee for annual merit review recommendations to the Director.

5. Facilities, Technology and Equipment Purchase Committee

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

#### 6. Library Committee

The Library Committee consists of four faculty, one graduate music student, and one undergraduate music student, all appointed by the Director of the School of Music. The Music Librarian serves as convener. All faculty appointed to the committee will serve staggered three-year terms. The terms of the students are at the discretion of the Director. All student and faculty members have voting privileges. The duties of the Library Committee are to serve as an advisory group to the Music Library, on behalf of the faculty and students; to communicate to the Head of the Music Library the performance, curricular, and research needs of faculty and students, as well as; to advise on matters of Music Library policy. The Committee may, at its discretion, adopt and implement various projects that would be helpful to the Music Library.

#### 7. Recruitment/Enrollment Management (REM) Committee

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

#### 8. Equity, Diversity, Inclusion and Belonging (EDIB) Committee

The EDIB Committee shall be composed of three faculty members elected by the faculty and two faculty members appointed by the Director of the School of Music. In addition, the student body will elect two student representatives, and the staff will appoint two staff representatives. Committee members will serve staggered three-year terms as allowed with student graduation. The committee convener will be the Associate Director for Faculty Development and EDIB. This committee will advise on EDIB opportunities and issues within the School of Music, as well as serve as the assessment group for departmental progress.

#### 9. Student Advisory Councils

Each spring the School of Music student body shall vote for representatives to serve on the Student Advisory Councils the following academic year.

The Undergraduate Student Advisory Council (USAC) will consist of the following elected positions:

Brass/Percussion

Piano/Organ

Strings

Voice

Woodwinds

Jazz

Composition

Music Education  
Music Therapy

The Graduate Student Advisory Council (GSAC) will consist of the following elected positions:

Brass/Percussion  
Piano/Organ  
Strings  
Voice  
Woodwinds  
Conducting  
Jazz  
Composition/Theory  
Musicology  
Music Education  
Music Therapy

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

B. Ad Hoc Committees

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

V. OPERATIONAL POLICIES

A. Salary Determination

Salary determinations of new hires are made by the Director in consultation with the Dean of the College of Liberal Arts and Sciences. The Director will confer with the School of Music Peer Review Committee on matters of policy governing the distribution of merit raises.

B. Teaching Loads

The School of Music subscribes to NASM guidelines for teaching loads.

C. Summer Employment

Teaching in Summer Session is contingent on the needs of the School of Music and the resources of the Summer Session. The determination of the number of faculty from each area who are to teach for a Summer Session is made by the Director. Normally, when informed of the demands anticipated for its services in a coming summer, each area recommends to the Director which of its members will teach.

D. Travel Funds

Requests for travel funds are made through the Office of the Director. The appropriate forms may be obtained in the School of Music Office.

#### E. Outside Employment

The University of Iowa has specific guidelines governing outside employment by its faculty. Consult the UI Operations Manual.

#### F. Requests for Equipment

Requests for equipment through the applied fees budget are made to the Facilities, Technology and Equipment Purchase Committee for prioritization, which then makes its recommendations to the Director. Requests may come either from Areas or from individual faculty members.

#### G. Teaching and Research Assistantships

Teaching and research assistantships are awarded to support instruction and research, respectively. The teaching assistant budget is determined by the CLAS Associate Dean for Graduate Education, as is the stipend base. Research assistantships are allocated for specific purposes (e.g. Center for New Music, Opera) by the Graduate College. The Director, in consultation with the SOM Director for Graduate Studies, determines the number and type of assistantships to be distributed to each of the areas. Requests for assistantships should be made by the Area Head to the School of Music Director for Graduate Studies.

#### H. Membership on Recital, Thesis, and Examination Committees

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

#### I. Membership on Promotion and Tenure Review Committees

All tenured faculty are expected to be available to serve on Promotion and Tenure Review committees.

#### J. Amending the School of Music Manual of Operations

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

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

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