**Marshall University School of Music (SoM)**

**Governance Document**

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*N.B.: The policies in this document may not supersede higher-ranking authorities of the University, including administration and the Marshall University Division of Academic Affairs Greenbook.*

1. **Mission and Goals**

Mission Statement

The mission of the Marshall University School of Music is threefold:

* To prepare students for pursuing careers and lifelong learning and engagement in music
* To provide enriching musical experiences for all Marshall University students
* To serve as an essential cultural resource for the region

In the pursuit of our mission, we are committed to the following goals:

* To foster an inclusive, student-centered environment that inspires music and academic excellence, personal growth, and entrepreneurship
* To educate students to think critically, work creatively and collaboratively, communicate effectively, and become technologically competent
* To champion the scholarly and creative achievement of our exemplary music faculty
* To provide leadership within the University and the region in all matters pertaining to music
* To function as a vital and visible contributor to the cultural life of the community through performances, festivals, and other presentations, as well as engaging in collaborative partnerships

1. **Administrative Personnel**

The Administrative Personnel of the School of Music consists of the following positions:

1. Director of the School of Music
2. Program Director
3. Director of Jazz Studies
4. Coordinator of Graduate Studies

The SoM Director reports to the Dean of the College of Arts and Media and is subject to annual review by the Dean. In addition, there will be a quadrennial advisory vote by the faculty to recommend renewal or non-renewal as per the College of Arts and Media Guidelines.

Other Administrative Personnel are appointed by and report to the SoM Director. Reappointment to these administrative roles is subject to annual review.

Responsibilities:

* 1. Director of the School of Music
  2. Provide leadership and vision for the music program, setting goals for future enhancement of the music program
  3. Oversee academic unit
     1. Provide personnel management—faculty and staff
     2. Oversee curricular matters, including publication of requirements, implementing approved changes, and maintaining NASM compliance
     3. Maintain communication with university administration
     4. Hire part-time faculty in consultation, when possible, with area faculty
  4. Manage financial resources including budgeting, purchasing, travel reimbursement, identification of internal and external resources
  5. Oversee maintenance, use, and security of the music buildings and equipment
  6. Oversee activities in student recruitment and retention and communicate with incoming students regarding acceptance and awards
  7. Provide external communication and representation of the SoM to the university administration and the community
  8. Provide donor cultivation and fundraising leadership in consultation and coordination with the college dean and development officer
  9. Foster and furnish cultural leadership on campus and in the community
  10. Advise students

1. Program Director
   1. Coordinate faculty advising for music and music education majors
      1. Assign faculty advisors to undergraduate students
      2. Schedule School-wide advising sessions
      3. Approve student schedule changes
   2. Develop course schedules in consultation with faculty and School Director
   3. Coordinate assessment reporting for the School
   4. Perform other duties as assigned
2. Director of Jazz Studies
   1. Coordinate activities and staffing of all jazz ensembles
   2. Advise the SoM Director on the utilization of jazz-designated physical and financial resources
   3. Coordinate on-campus jazz festivals, camps, and guest artists, as fiscally feasible through the Jomie Jazz endowment and other designated funds
   4. Oversee ongoing maintenance and scheduling of the Jomie Jazz Center, including instructional spaces, technology, and equipment
   5. Make recommendations as needed for the hiring of adjunct faculty and graduate assistants in the area
   6. Submit to the Director an annual review of part-time faculty in the area
   7. Collaborate with the Program Director on assessment reporting for the jazz area
   8. Chair the Jazz Studies Committee
3. Coordinator of Graduate Studies
4. Act as liaison between Graduate College and the SoM
5. Assist SoM Director with hiring process of graduate assistants
6. Advise graduate students and, as necessary, assign faculty advisors to graduate students
7. Collaborate with the Program Director on assessment reporting for the graduate area
8. Provide timely communication with the music faculty regarding the graduate studies program, including but not limited to notification of application deadlines for assistantship consideration
9. Chair the Graduate Studies Committee
10. **Ensemble Leadership**
11. Director of Bands
    1. Coordinate activities and auditions for the SoM wind bands
    2. Coordinate annual high school and middle school band festivals and/or other recruiting/outreach band events on campus
12. Director of Athletic Bands
    1. Direct the activities and scheduling of the marching band and pep bands
    2. Make recommendations for the hiring of graduate assistants for the athletic bands
    3. Administer tuition waivers for athletic bands
    4. Manage budget of the athletic bands
13. Director of Choral Activities
    1. Coordinate activities of all choral ensembles
    2. Coordinate annual high school and middle school choral festivals and/or other recruiting/outreach choral events
14. Director of Jazz Studies

(See under *Administrative Personnel*)

1. Director of Orchestra
   1. Direct and coordinate activities of the Orchestra
   2. Coordinate high school and middle school orchestra recruiting/outreach activities (festivals, workshops, etc.) on campus
2. **Applied Areas**

Applied Areas:

* + - Brass
    - Conducting
    - Composition
    - Keyboard
    - Percussion
    - Strings
    - Voice
    - Woodwinds

Applied area coordinators are appointed by the SoM Director and will serve as chair of that area’s committee. Applied area committees consist of all full-time faculty members in that area.

* 1. Applied Area Coordinators – Responsibilities

1. Work with the Applied Area Committee on scholarship recommendations, jury and hearing scheduling, and policies for the area
2. Facilitate communication among faculty in the area, both full and part- time
3. Keep records of student progress through level system, and sophomore and recital hearings
4. Recommend, in consultation with the Area Committee, candidates for adjunct faculty positions and graduate assistants
5. Submit to the Director an annual review of part-time faculty in the area
6. Collaborate with the Program Director on assessment reporting for the applied area
7. Serve (or designate a representative from the area to serve ) on the SoM Enrollment Management Committee
   1. Applied Area Committees – Responsibilities
      * 1. Set policies for the area, including assessment standards for performance levels and hearings
        2. Schedule recitals, hearings, and juries for the area
        3. Consult with the Area Coordinator concerning the hiring of part-time/adjunct faculty for the area
        4. Consult with the Area Coordinator concerning scholarship recommendations
8. **Curricular Areas**

Curricular Areas:

* + - Graduate Studies
    - Jazz Studies
    - Music Education
    - Music History/Literature
    - Music Theory

Except where noted otherwise, Curricular Area Committees consist of all full-time faculty currently teaching in that area. Also, the SoM Director will appoint additional members to committees as deemed necessary (including, but not limited to, representation outside of the curricular area, additional members for small committees, avoidance of tie votes).

1. Graduate Studies
   * 1. Coordinator of Graduate Studies (see under *Administrative Personnel*)
     2. Graduate Studies Committee
        1. The Coordinator of Graduate Studies will chair the Graduate Committee. The music faculty will elect four additional committee members from among the graduate music faculty. Committee members will be elected to serve two-year terms, with two positions to be elected each year.
        2. Committee Responsibilities
           1. Periodically review the graduate curriculum and recommend changes to the Curriculum Committee
           2. Discuss with the SoM Director and music faculty each fall the curricular needs for graduate assistantships assignments for the following year
           3. Consult with the SoM Director and music faculty to determine assistantship awards

Current graduate assistants who are eligible to continue (apply for) an assistantship assignment for a second year

Assistantship positions that will maintain the same description but require the hiring of a new GA

Assistantship positions that require a change in job description (within the parameters set forth by the Graduate College) because of changing needs in the SoM

1. Jazz Studies
   1. Director of Jazz Studies (see under *Administrative Personnel*)
   2. Jazz Studies Committee
2. The Jazz Studies Committee will consist of all faculty teaching in the jazz area, including applied music faculty who teach jazz students
3. Determine policies concerning the mentoring and advising of jazz students
4. Periodically review the jazz curriculum and recommend changes to the Curriculum Committee
5. Ensure that any multiple sections of courses and sequential series of courses have curricula that align and are complementary, including, but not limited to, review of syllabi, learning outcomes, and textbooks
6. Make recommendations for the hiring of adjunct faculty and graduate assistants in jazz
7. Assist the Director of Jazz Studies with organizing and implementing jazz events
8. Music Education
   1. Music Education Coordinator
9. Serve as liaison between College of Education and Professional Development and the music education faculty
10. Coordinate clinical experience and student teaching placements with COEPD Director of Clinical Experiences
11. Make recommendations for the hiring of adjunct faculty in the area
12. Submit to the Director an annual review of part-time faculty in music education courses
13. Collaborate with Program Director on music education assessment
14. Chair the Music Education Committee
    1. Music Education Committee
    2. Determine policies concerning clinical experiences and music teacher preparation
    3. Periodically review the music education curriculum and (in consultation with the COEPD) recommend changes to the Curriculum Committee
    4. Consult with the Area Coordinator the hiring of area adjunct faculty
    5. Consult with instructors of techniques courses regarding matters that affect their courses
15. Music History/Literature
    1. Music History/Literature Coordinator
16. Administer graduate history placement examinations in accordance with NASM standards
17. Make recommendations for the hiring of adjunct faculty and graduate assistants in the area
18. Submit to the Director an annual review of part-time faculty in the area
19. Place the bookstore order for MUS 142 text each semester
20. Collaborate with the Program Director on assessment reporting for the music history/literature area, including MUS 142
21. Chair the Music History/Literature Committee
22. Music History/Literature Committee
    1. Periodically review the music history/literature curriculum and propose new offerings/content
    2. Ensure that any multiple sections of courses and sequential series of courses have curricula that align and are complementary, including, but not limited to, review of syllabi, learning outcomes, and textbooks
    3. Review and approve textbooks for undergraduate music history sequence and MUS 142
23. Music Theory
    1. Music Theory Coordinator
24. Administer and grade undergraduate and graduate theory placement examinations in accordance with NASM standards
25. Review transfer credits and AP exams for determination of credit
26. Place bookstore orders for undergraduate music theory and aural skills sequence
27. Make recommendations for the hiring of adjunct faculty and graduate assistants in the area
28. Submit to the Director an annual review of part-time faculty in the area
29. Collaborate with Program Director on assessment in theory courses
30. Chair the Music Theory Committee
    1. Music Theory Committee
31. Periodically review the curriculum, including course objectives, in the area and propose new offerings/content or revisions to courses
32. Ensure that any multiple sections of courses and sequential series of courses have curricula that align and are complementary, including, but not limited to, review of syllabi, learning outcomes, and textbooks
33. Review and approve textbooks for undergraduate music theory and aural skills sequence
34. **Student Recruiting and Retention**

Every member of the music faculty is responsible for the recruitment of music majors and minors and for supporting student retention efforts in the SoM. While primary recruiting responsibility is in the individual’s teaching area, faculty are expected to participate as requested in any recruiting and retention activities that support the SoM.

Adequate and balanced ensemble staffing and enrollments in the applied studios and degree emphasis areas are vital to the success of a university music school. Therefore, the Enrollment Management Committee will set specific enrollment and recruitment goals each year with these factors in mind. In support of these goals, faculty members will consult with the Coordinator of Recruiting and Auditions and the SoM Director each year regarding their recruiting plans and activities for the year.

Coordinator of Recruiting and Auditions

The Coordinator of Recruiting and Auditions is appointed by the SoM Director and has the following responsibilities:

1. Coordinate recruitment communication, with SoM Program Assistant, including keep online forms up to date, responding to inquiries and forwarding information to faculty members as required
2. Organize audition days
3. Coordinate design and printing of recruiting materials
4. Chair the Enrollment Management Committee
5. **Committees**

The SoM has the following standing committees:

* Faculty Concerns Committee
* Curriculum Committee
* Scholarship Committee
* Enrollment Management Committee

Elections to fill vacant elected committee positions will take place at the beginning of the fall semester.

The SoM Director serves as an ex-officio member of all committees and may form additional ad hoc committees or task forces as needed.

1. Faculty Concerns Committee
   1. Consists of five tenured faculty members and one non-tenured faculty member. Members will be elected to serve a two-year term, with three positions elected annually. Tenured committee members will elect the FCC chair at its first meeting of the fall.
   2. Committee responsibilities:
      1. Act as a liaison between faculty and the SoM Director and the Program Director in matters that affect the School’s activities
      2. Serve as the personnel committee for the SoM for the purposes of faculty evaluation, in accordance with the University “Greenbook” as well as with CAM personnel policies. Only the tenured members of the committee will conduct these evaluations.
      3. Make recommendations, as requested, regarding faculty searches
2. Curriculum Committee
   1. Consists of five members elected from the faculty at large. Committee members will be elected to serve a two-year term, with 2-3 positions to be elected each year. The committee will elect its chair at its first meeting of the academic year.
   2. Committee responsibilities:
      1. Complete the first phase of the curriculum approval process, considering proposed curricular changes (at the course or program level) in the SoM and recommending next steps to the SoM Director. (Approved proposals will forwarded from the Director to the full-time music faculty for consideration, followed by the College Curriculum Committee.)
      2. Make recommendations regarding language changes in the catalog and student handbook
3. Scholarship Committee
   1. Consists of one representative from each applied area, plus the Director of Athletic Bands and the Director of Jazz Studies. The SoM Director shall serve in an ex officio capacity. The committee will elect its chair at its first meeting of the academic year.
   2. Committee responsibilities:
      1. Evaluate undergraduate scholarship applicants, both incoming and current, for the purpose of recommending the awarding of available monies (state tuition awards and endowed scholarships)
      2. Consult with the Enrollment Management Committee on scholarship issues that affect School recruiting efforts
   3. Committee chair responsibilities:
      1. Oversee student applications for scholarship renewal, requests for additional funding, and scholarship appeals
      2. Solicit faculty recommendations and comments regarding scholarship renewals
      3. Convene Scholarship Committee to determine tuition waiver and endowed scholarship awards
      4. Communicate with the Dean of CAM and Financial Aid Office
4. Enrollment Management
   1. The SoM Coordinator of Recruiting and Auditions will chair this committee. Other committee members include the Director of Jazz Studies, Coordinator of Graduate Studies, and four members elected by the faculty: 1) applied area faculty member, 2) ensemble director, 3) academic area faculty member, 4) at-large faculty representative.
   2. Committee responsibilities
      1. Establish short- and long-term enrollment goals for the SoM, in consultation with the faculty
      2. Create and recommend to the music faculty a comprehensive recruitment plan to maximize recruiting efforts
      3. Create and recommend a student retention plan
      4. Oversee the ongoing execution of the SoM recruiting and retention plans, including assessing results and recommending changes as necessary
5. **Faculty Mentors**

While music faculty advise and seek advice from one another regularly, probationary faculty members will have an official faculty mentor who will assist them in various matters regarding their work in the School of Music.

1. Preparing annual evaluation reports and pre-tenure/tenure dossiers, including planning teaching, scholarly/creative, and service activities for maximum impact in these reviews.
2. Understanding policies, procedures, and practices at the school, college, and university levels, including sources of funding for their academic endeavors
3. General support of growth in university citizenship

Faculty members will select their own mentors.

1. A mentor must be selected from among faculty outside of the mentee’s music area/discipline. (Newly hired faculty members may want to consult members of their search committee for advice in selecting a mentor.)
2. A mentor may only have one mentee at a time. Once a mentee has achieved tenure, his/her mentor will be eligible to mentor another colleague.
3. **Faculty Searches**

In the event of a faculty vacancy, the School Director (through the Dean of Arts and Media) will seek approval from Academic Affairs and HR to conduct a faculty search. Once the School receives approval\* to conduct a search:

1. The School Director will—in consultation with the Faculty Concerns Committee and the faculty in the area in which the primary responsibility of the position will lie—determine the position description and requirements for the job announcement. When possible, the Faculty Concerns Committee will proofread the job announcement before publication.
2. A search committee will be named and will typically consist of five members:
   1. A search committee chair, appointed by the SoM Director and CAM Dean
   2. Three full-time faculty members, recommended (when possible) by the faculty in the area of the vacancy
   3. One full-time faculty member from outside the College of Arts and Media or (if appropriate to the nature of the position) a community member
   4. The School Director will coordinate with the search committee chair the details of conducting the search, including timeline for completion of the search, coordination with other offices (CAM Dean, Academic Affairs, and HR), number of preliminary and final interviews, and required reports

*(\*The job description and make-up of the search committee may be required during this approval process.)*

If a vacancy occurs between terms and the appropriate faculty is not available for consultation, the SoM Director will finalize the job announcement and determine the search committee members.

1. **Publication/Availability of this Document**

After final approval by the music faculty, this document will be published on the password-protected “Information for Faculty” page on the SoM website.