

**Mercer University
Townsend School of Music**

**Faculty Handbook
Operating Guidelines and Procedures: A Supplement to the University Faculty
Handbook**

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Mercer University
Townsend School of Music

Faculty Handbook

Operating Guidelines and Procedures: A Supplement to the University Faculty Handbook

Mission Statements:

Undergraduate:

Townsend School of Music Undergraduate Studies prepares musicians for careers in performance, music education, and musical scholarship.

Graduate:

Townsend School of Music Graduate Studies prepares musical artists for professional careers in performance, conducting, graduate level scholarship, music education, and church music.

Vision Statement:

Townsend School of Music provides professional study for the student to develop competencies as a knowledgeable and skilled musician. These musical skills are fostered in a strong academic atmosphere that endeavors to create inquiring minds that are able to relate the musical art to a larger body of knowledge in humanity. This integration of skills and knowledge instills self-reliance and flexibility that allows the music graduate to pursue a career in a changing and demanding profession.

Townsend School of Music

Administration:

Dean
Director of Undergraduate Studies
Director of Graduate Studies

Staff:

Administrative Assistant

Departments:

Voice and Opera
Keyboard
Conducting and Ensembles
Instrumental
Music Education
Composition, Theory, and History

Programs:

Townsend – McAfee Institute for Graduate Studies in Church Music
Robert McDuffie Center for Strings

Standing Committees:

Executive committee
Tenure, promotions, and peer review
Concert committee
Library committee
Handbook committee
Admissions/recruitment committee
Graduate admissions council
Curriculum committee
Professional development committee
Marketing committee
Development committee

I. Organization of the School

1.01 Academic Administration

Townsend School of Music is organized into administrative departments and academic programs as established by the University. Each department or program has a chair or director who is responsible for the administration of that unit. The Dean, as principal academic officer of the School, normally is responsible for coordinating the administration of the departments and the academic programs.

1.02 Administrative Staff

The administrative staff of the School consists of the Director of Undergraduate Studies, the Director of Graduate Studies, an Administrative Assistant to the Dean, and other supportive secretarial staff.

1.03 Functions of the Dean

As the principal academic officer of the School, the Dean is responsible for the full range of program development within the School. The Dean reports to the Provost. The responsibilities of the Dean include the following:

- To lead in the design, development, and implementation of the educational program and to promote the effectiveness of the curriculum and instructional procedures
- To provide for the recruitment and selection of qualified faculty and to foster faculty development
- To review faculty eligibility for promotion and tenure, to conduct systematic evaluation of faculty performance, and to make recommendations to the Provost and the President concerning faculty appointments, rank, tenure, salary, and sabbatical leaves.
- To preside over the faculty, to assure the effective organization of the faculty, and to foster faculty collegiality
- To create plans for the continued development of the School
- To prepare the budget for the school operation and assure adherence to the approved budget of the School within the framework and limits of the University fiscal policy
- To supervise the registration, progress, and educational well-being of the students
- To foster the recognition and accreditation of the School by the National Association of School of Music
- To represent the School in the Academic Council and to collaborate with administrative officers of the University in the refinement, development, and revision of University policies
- To promote understanding, support, and development of the School among its various publics
- To promote the effectiveness of library and instructional support services for the School
- To advocate the effectiveness of student personnel services and to enhance the well-being and safety of students

- To promote the effectiveness of institutional support services, plant operation and maintenance programs, and security services for the School.
- To recommend to the Provost and President, after consultation with appropriate members of the faculty, the nomination of department chairs

1.04 Functions of the Director of Undergraduate Studies and the Director of Graduate Studies

1.04.01 The chief responsibilities of the Director for Undergraduate Studies are:

- To coordinate academic advising within the School; administer all areas of academic policy as applied to undergraduate students
- To serve as liaison to the Dean for undergraduate enrollment management
- To review and recommend changes in academic and attendance policies
- To coordinate the recruitment, registration, progress, and educational well-being of the students
- To coordinate the preparation of the annual class schedule
- To review and revise the School Student Undergraduate Handbook and the School portion of the University Bulletin annually
- To represent the Dean when the Dean is absent from the campus. The Director for Undergraduate Studies acts with the full authority of the Dean's office.
- To serve in council with the Dean concerning School of Music issues

1.04.02 The chief responsibilities of the Director for Graduate Studies are:

- To serve as enrollment management officer for the graduate program
- To coordinate academic advising for graduate students
- To administer all areas of academic policy as applied to graduate students
- To review and recommend changes in academic and attendance policies
- To coordinate the preparation of the yearly class schedule for the graduate program
- To review/revise the portions of the School Student Graduate Handbook and the graduate portion of the University Bulletin
- To represent the Dean when the Dean and the Director for Undergraduate Studies are absent from the campus. At such times, the Director for Graduate Studies acts with the full authority of the Dean's office.

- To serve in council with the Dean concerning School of Music issues

1.05 Functions of the Chairs and Program Directors

The responsibilities of the Chairs and Program Directors shall be:

- To execute University policies and provide overall leadership for the department and the School
- To manage daily operations and provide for long-range planning for the development of the department
- To encourage excellence on the part of each member of the department and encourage professional activities by every faculty member
- To maintain a productive departmental atmosphere
- To help the Dean prepare the departmental budget for submission to the Provost
- To assist the Dean in administering the budget after it has been approved by the Board of Trustees, the chair does not undertake any activity in the department that will result in expenditures of funds beyond the approved departmental budget without the consent of the Dean
- To help in the planning and coordination of course offerings
- To help in the planning of faculty load assignments
- To help in the planning of necessary library acquisitions for the department
- To help in the planning of facility needs for the department
- To help in the recruitment and selection process of new faculty members
- To share with members of the faculty and staff through discussion the responsibility for all departmental activities
- To represent the department in its official business with other University authorities, with students, and with the public
- To communicate with adjunct faculty for setting departmental teaching standards and goals

1.06 Functions of the Faculty

Responsibilities:

As members of the faculty of Mercer University (see the Mercer University Faculty Handbook, “Authority and Responsibility of the Faculty”), the responsibilities of the faculty include the following:

- To organize and conduct educational programs and courses of instruction in accordance with the policies of the Board of Trustees
- To admit candidates for degrees in accordance with the policies of the Board of Trustees
- To determine academic policies which effectively carry out the mission of the University within the policies of the Board of Trustees
- To evaluate student academic progress (see 2.10) and to recommend candidates for degrees
- To assist in organizing and conducting programs and services for the support of student development
- To serve on University and School of Music committees as assigned by the Dean, Provost, and President
- To review the effectiveness of programs of instructional support and to make recommendations to the Provost or President for the improvement of these programs
- To contribute to the advancement of knowledge through open inquiry
- To make recommendations to the Provost or President concerning revision of the scope of educational programs and policies

1.07 Committees of the Faculty

1.07.01 Executive Committee

Membership – The Executive Committee shall consist of all tenured full professors and the Dean

Functions – The responsibilities of the Executive Committee shall consist of the following:

- To receive or initiate any proposal to increase the effectiveness of the School and recommend to the faculty action upon it
- To act for the faculty on questions that need immediate decisions between meetings of the faculty and have the Dean inform the faculty at the next regular meeting of the action taken
- To advise the Dean on membership of standing and special committees, and their chairs, for approval by the faculty
- To serve in an advisory capacity to the Dean in matters of academic appeals
- To advise the Dean on questions of academic policy
- To consider and recommend to the faculty the responsibilities of other standing committees and make decisions about appropriate committee jurisdiction as it relates to a specific issue before the Executive Committee
- To regularly examine the Faculty Bylaws and Faculty Handbook

1.07.02 Tenure, Promotions, and Peer Review Committee – The Tenure, Promotions, and Peer Review Committee shall advise the Dean regarding the awarding of tenure or promotion to individual faculty members, and shall report on peer evaluations (see 3.05.01-3.05.03).

1.07.03 Concert Committee – The Concert Committee shall coordinate the scheduling of all events and performances for the concert season.

1.07.04 Library Committee – The responsibilities of the Library Committee shall consist of the following:

- To serve as a liaison between the faculty and the library administration staff
- To advise the Dean of University Libraries in matters related to the administration of the library and library rules and policies
- To represent, along with the Dean of University Libraries, the interests of the library to the Dean of the School, the Provost, and the President of the University

1.07.05 Handbook Committee – The Handbook Committee will review and revise the student handbooks and the faculty handbook on an annual basis.

1.07.06 Admissions/Recruitment Committee

- The Undergraduate Admissions/Recruitment Committee shall shape the admissions policies and recruitment strategies for all undergraduate academic programs of the School of Music. The committee shall advise the Director of Undergraduate Studies concerning student admissions concerns below approved guidelines.
- The Graduate Admissions Committee shall shape the admissions policies for all graduate programs. The committee shall advise the Director of Graduate Studies concerning student admissions concerns below approved guidelines. In addition, the Committee will have input in the development of recruitment strategies and assignment of graduate assistantships.

1.07.07 Curriculum Committee

The Curriculum Committee deals with all matters of course offerings such as:

- the requirements for graduation
- the requirements for academic honors
- the addition and deletion of courses
- the addition and deletions of majors and minors or areas of emphases
- any changes in requirements for majors within any department or program

- any deletion or addition of academic programs offered within the School, and any substantive changes within such programs
- institutional testing programs insofar as they have significance for evaluation and/or improvement of the educational plans, programs, and instruction
- The Curriculum Committee may deal with any of the aforesaid matters presented to it by the President, the Provost, the Dean, or Chairs of departments. The Committee may also initiate any inquiries of its own that seem advisable in the interest of the educational program of the School.

1.07.08 Professional Development Committee - The responsibilities of the Professional Development Committee shall consist of the following:

- To receive or initiate any proposal concerning the professional development of faculty members
- To promote the professional development of the faculty through sponsorship of workshops, seminars, and activities, especially those which enhance the implementation of the goals of the School
- To propose programs or policies which facilitate the pursuit of scholarly, pedagogical, and artistic endeavors by individual faculty members

1.07.09 Marketing Committee – The responsibilities of the Marketing Committee shall consist of the following:

- To work with the Dean and liaison with University Advancement to develop effective advertising concepts to promote the various programs in Townsend School of Music
- To liaison with Institutional Effectiveness in evaluating market research for Townsend School of Music strategic planning

1.07.10 Development Committee – It is the responsibility of the Development Committee to liaison with University Advancement and the TSM Board of Visitors to develop resources to support and promote the various programs within the School of Music

1.08 Handbook Revisions

Revisions and additions to the Townsend School of Music Handbook may be made with a 2/3 approval vote of the TSM music faculty.

II. Policies and Procedures Related to Instruction

2.01 Calendar and Class Schedules

Townsend School of Music official calendar follows the University schedule for the Macon campus. The academic calendar for the nine-month academic year consists of two fifteen-week semesters. Summer school consists of two five week sessions and one ten week session.

During the nine-month academic year, classes usually meet on a Monday – Wednesday - Friday or Tuesday – Thursday schedule. The class periods are fifty minutes in length on MWF. On TR the length is seventy-five minutes. Rehearsals meet on specified days for varying lengths of time.

2.02 Admissions

2.02.01 Undergraduate Studies

An audition is required for incoming students. Prospective music majors should contact the Administrative Assistant to the Dean to schedule an audition appointment and musicianship diagnostic exam. Scholarships are available; students will be considered for such scholarships when they audition. Music students are initially accepted into the School of Music as intended music majors. During the second year of study, each music student who desires to proceed into upper-level study toward a specific music major must request permission to pursue that major using the "Acceptance to Music Major" form. A 3.0 applied music GPA and a 2.0 academic GPA are required to be accepted as a music major. A student may be provisionally accepted with the understanding that the expected GPA levels will be attained within another academic year of study.

Application Process for Undergraduate Students:

- Completed Application Form with nonrefundable application fee of payable to Mercer University. This fee must accompany the application.
- Official transcripts from all high school academic records sent in a sealed envelope.
- Official scores from SAT and/or ACT.

2.02.02 Graduate Studies

Applicants for the graduate programs in music must hold a bachelor's degree in music from a NASM accredited university or college. Acceptance will be based on: completion of the *application process, score on the Graduate Record Examination (a score of 1000 for the combined Verbal and Quantitative portions of the GRE General Test is recommended), an audition in a solo performance area or conducting, and diagnostic examinations in functional keyboard skills, music theory, and music history.

*Application Process for Graduate Students

- Completed Application Form with nonrefundable application fee payable to Mercer University. This fee must accompany the application.

- Official transcripts of all academic records sent in a sealed envelope from all colleges and universities attended.
- Curriculum vitae (summarizing academic, performance, and employment information). Optional: examples of involvement in liturgical, musical, or artistic activities.
- Repertory list of major performance area
- A writing sample, such as a term paper, thesis, course paper, etc.
- A short essay (500-1000 words) relating your goals pertaining to this degree.
- Three letters of recommendation, each in a sealed envelope with the referee's signature across the seal. The Recommendation Form should accompany each letter of recommendation.
- Official scores from GRE and TOEFL (if applicable).
- An audition will be scheduled following the completion of the audition process.

2.02.03 International - Undergraduate Studies

Full Admission

- Official high school transcripts with official translations in English
- Acceptable score on the Mercer University math placement examination
- Proof of English proficiency (official Toefl scores of 80bt, 213 cbt, or 550 pbt) or successful completion of Mercer University English Language Institute course
- Personal interviews may be required

Conditional Admission

Students who are accepted conditionally must complete the English Language Institute and successfully complete the Bridge Program with a grade point average of 2.5 or higher. To be accepted conditionally, students must submit the following:

- Official high school transcript with official translation in English
- Letter in English describing career plans and goals
- Letters of recommendation in English (maximum of three) from former teachers, colleagues, or professionals who can comment on the student's academic potential

International Transfer Students

Students who have completed at least one year of university-level work are not required to submit high school transcripts but are required to submit official copies of all university transcripts with official copies in English. Depending upon the evaluation of these transcripts, students may be required to complete certain courses in the Bridge Program.

2.02.04 International – Graduate Studies

Qualified applicants from countries other than the United States of America will be eligible for admission.

- Any student who is admitted to a graduate program in music at Townsend School of Music must currently possess the equivalent of a baccalaureate degree (e.g., Bachelor of Arts in Music, Bachelor of Science in Music, Bachelor of Music).
- English proficiency is a major expectation of international students. For students from non-English speaking cultures, Townsend School of Music requires a score of 550 (213 CBT) on the Test of English as a Foreign Language (TOEFL) for admission to its master's programs. It is not possible to be admitted to our programs without taking the TOEFL test prior to admission. (If a student has completed a degree program in an American university there is no need to take the TOEFL test.)
- International students must complete the application process stated in 2.02.02. Transcripts and submitted materials must be in English. International students who are required to take the TOEFL examination are not required to take the GRE.

2.02.05 Transfer and Transient Credit – Undergraduate Studies

Transfer credits and advanced placement in music courses will be accepted contingent upon examination. This will ensure that the student is placed in the appropriate music course level for his or her ability. Students who wish to earn transient credit from another institution while enrolled in the BA in Music, BME, or BM Performance program must have prior approval from the Director of Undergraduate Studies. Neither transfer credit nor transient credit may be used to meet the residency requirement.

2.02.06 Transfer and Transient Credit – Graduate Studies

Students may receive either transfer or transient credit for graduate courses taken at another regionally accredited institution. A written request for consideration of transfer credit should be submitted to the Director of Graduate Studies; the request must indicate the specific course(s) for which transfer credit is sought and must include a copy of the other institution's catalog. Exceptions to this policy may be appealed to the Dean. Students who wish to earn transient credit from another institution while enrolled in the MMCM, MMC, or MMP program must have prior approval from the Director of Graduate Studies. Neither transfer credit nor transient credit may be used to meet the residency requirement.

2.03 Class Attendance

2.03.01 Faculty

Faculty members are responsible for covering every scheduled meeting of their courses. The Director of Graduate Studies should be notified in advance whenever a graduate assistant is covering a class meeting. Graduate Assistants may be used in a substitute manner only after the graduate student has successfully taught the course in question under the direct supervision of the faculty member. Direct supervision (the faculty member is present) is required for undergraduate student leadership.

2.03.02 Students

Regular attendance in scheduled class sessions is important to the learning process and especially crucial to the interactive nature of the courses within Townsend School of Music. Each professor will outline attendance policies for his or her classes in the course syllabi. For information about missing class for university sponsored activities (sports, music ensembles, university sponsored trips), consult the attendance section of the Mercer University Catalog.

2.04 Syllabus Policy

Faculty members within the Townsend School of Music will prepare syllabi for all of their courses each term. Course syllabi will be distributed to students at the first class meeting of each term, and copies of all course syllabi will be placed in the Dean's office. Faculty members are encouraged to place syllabi on their web pages. There should not be any deviation from the class policies specified in the syllabus without negotiating or discussing changes with the entire class in writing. Although the specific arrangement of the content of syllabi may vary, all syllabi must contain the following essential elements:

- Name and number of course, number of section, meeting place, days, times.
- Name of instructor, location and phone number of office, statement of regular office hours, availability (if any) at other times.
- Prerequisites (if any) for enrollment in course.
- Course objectives: What (generally) the student is expected to know and be able to do at the conclusion of the course
- Tentative schedule of class sessions, assignments, and (briefly) how these relate to course objectives.
- Required text (s).
- Supplemental Text(s). Not required for purchase.
- How the grade will be derived: percentage that comes from:
Tests _____homework (type) _____projects _____
Other (identify) _____.
- Attendance policy.
- Policies as to late, extra-credit and make-up work.
- Statement that the academic misconduct policy (Honor Code) will be followed.
- Notice that all requests for reasonable accommodation from students with disabilities will be welcomed. The following paragraph should be included:
- Disability statement:

Students with a documented disability should inform the instructor at the close of the first class meeting or as soon as possible. If you are not registered with Disability Services, the instructor will refer you to the Student Support Services office for consultation regarding documentation of your disability and eligibility for accommodations under ADA/504. In order to receive accommodations, eligible students must provide the instructor with a Faculty Accommodation Form from Disability Services. Students must return the completed and signed form to the Disability Services office on the 3rd floor of the Connell Student Center. Students with a documented disability who do not wish to use accommodation are still strongly encouraged to register with Disability Services and complete a Faculty Accommodation Form each semester. For further information, please contact Disability Services at 301-2778 or visit the website at http://www.mercer.edu/stu_support/swd.htm.

2.05 Special Topics Enrollments

Special Topics in Music (MUS 480 and MUS 680) are courses designed to assist students in studying some significant topic in music that is not otherwise covered in Townsend School of Music course offerings. The class carries variable course credit (1 to 3 hours) dependent on the proposed course. Courses are created, approved and assigned course credit in the following manner:

The professor and student create a proposal for the special topics class using the Special Topics Form located in the music office. Note: The proposed class must be a topic not covered in the normal curriculum.

The completed form is submitted by the professor to the Director of Undergraduate Studies for MUS 480 and the Director of Graduate Studies for MUS 680 by September 15 (for the following Spring semester) or February 1 (for the following Fall semester).

The appropriate director will submit the proposal to the Dean for review. If approved, the appropriate director will assign the credit hours of the special topics course and submit the course to the Registrar.

The professor will be notified of the results of the review by October 15 (for the following spring semester) or March 1 (for the following fall semester).

2.06 Examinations and Grading

Examinations are administered at scheduled times at the end of the semester as prescribed by the Office of the Registrar. No examination will be held at any time other than that scheduled, except with the approval of the Dean of Townsend School of Music.

The grade of ABX denotes that the student was absent from the scheduled final examination because of sickness or another valid and compelling reason that is satisfactory to the professor. A special examination, to take the place of the one missed, must be taken no later than mid-term of the next semester, or the ABX grade will be changed to the grade of F.

The grade of IC (incomplete) means the student is passing the class but some relatively small part of the semester's work remains incomplete because of illness or another valid and compelling reason that is satisfactory to the professor. All course work in a class must be completed no later than mid-term of the following semester, or the IC grade will be changed to a grade of F.

All ABX and IC grades must be replaced with traditional grades before degrees can be awarded.

2.07 Academic Grievance Procedure

Students have the right to bring grievances against a faculty member or an administrator concerning academic matters. Such matters may include, but are not limited to: failure to abide by requirements described in the course syllabus, arbitrary awarding of grades, or discrimination. The procedure for bringing a grievance is as follows:

- The student should meet with the faculty member to try to resolve the grievance.
- If the grievance is not resolved, the student should meet with the appropriate director. (Graduate students should meet with the Director of Graduate Studies / Undergraduate students should meet with the Director of Undergraduate Studies). In preparation for the meeting, the student and professor in question are required to submit a written summary of the grievance citing the reason(s) for lack of resolution.
- If the grievance is not resolved at the director's level, the student should meet with the Dean. The director will submit the student and professor's summary with a written statement outlining the grievance.
- If the grievance is not resolved at the Dean's level, the student should meet with the Provost. Prior to the meeting, the provost will receive all written documentation plus a summary from the Dean.
- In all grievance procedures, the decision of the Provost is final.

2.08 The Honor System

Academic integrity at Townsend School of Music is maintained through the Honor System. The Honor System at Mercer imposes on each student the responsibility for his or her own honest behavior and requires each student to report any violations of the Honor Code about which he or she has information. An undergraduate student honor council administers the Honor System for undergraduates. The Honor System for graduate students is administered by an honor committee that is governed by policies established by the Graduate Council of Mercer University. Decisions and sanctions of the Honor Council and Honor Committee are binding, but may be appealed to the President of the University. By the act of entering Mercer University, each student consents to participate fully in the Mercer honor System. Furthermore, each student is personally responsible for knowing the rights and obligations set forth by the Honor System. A student is also expected to cooperate with all proceedings related to the Honor System. Students who refuse to accept the Honor System will be denied admission.

2.09 Teaching Load

The standard undergraduate teaching load for full-time Townsend School of Music faculty is twenty-one academic hours for the year. The standard teaching load for full-time music faculty teaching in the graduate area is eighteen academic hours for the year. Loads may be adjusted for administrative duties assumed by the Director of Undergraduate Studies or the Director of Graduate Studies. Adjunct faculty is compensated per contact hour. Summer teaching is compensated separately. Loads are allocated in the following manner:

- Academic course teaching load is allocated per contact hour (e.g. Musicianship is worth 1 academic hour credit but requires 2 contact hours per week; the load allocation is for 2 hours)
- Applied studio teaching hour is allocated 2/3 academic hour (NASM guideline)
- Large ensemble teaching load is allocated per contact hour
- Small ensemble teaching hour is allocated ½ academic hour credit
- Accompanying hour is allocated ½ academic hour credit

2.10 Class Rolls and Grade Reports

The faculty works in close association with the Office of the Registrar in the verification of class rolls. The accurate and timely validation of these rolls is a significant duty of the faculty and all adjunct instructors. In addition, the Registrar expects the cooperation of the faculty and adjunct instructors in prompt reporting of grades immediately following juries and final examinations held at the end of each semester.

2.11 Course Evaluations

All faculty members will conduct student evaluations in each of their courses and/or ensembles every semester using the evaluation forms adopted by the faculty. Faculty may supplement the form with additional questions. The results of student evaluations may be used by the Dean in annual assessments of faculty, and in tenure and promotion processes.

2.12 Academic Advising

The Director of Undergraduate Studies and the Director of Graduate Studies assign entering students to faculty members who serve as advisors. Faculty members keep an accurate file on each student and review at advisement time each semester. The updated check sheet for each student and academic counseling report provided are the essential components of this file. Each semester at advisement with the student, the advisor needs to update this check sheet and provide a copy for the student's file. Faculty advisors are responsible for ensuring that the student registers for courses that are appropriate to their degree major and their stage in the program. The faculty advisor also serves as a faculty mentor, guiding the student's personal and professional development.

2.13 Academic Freedom

The Mercer University Faculty Handbook section on academic freedom entitled “Academic Freedom and Tenure” declares that Mercer University assures all faculty members, whether tenured or untenured, of full protection of academic freedom. The University’s understanding of academic freedom is consistent with the definition contained in the “Statement of Principles on Academic Freedom and “Tenure” formulated in 1940 by the Association of American Colleges and the American Association of University Professors. The relevant sections of the “Statement” state:

- “Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.”
- “Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.”
- “Teachers are entitled to full freedom in research and the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.”
- Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter that has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.”
- “College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.”

III. Policies Related to Faculty Recruitment, Development, Conflict of Interest, Rank, Tenure, and Promotion

3.01 Appointment of Faculty

- The Dean will announce faculty vacancies whenever there is a need to create a new position or fill a vacancy in a current position. The Dean will appoint a search committee of three to five faculty members from the School. The committee will be comprised of a majority of faculty members from the department needing the faculty position. At least one member of the search committee will be a member of the music faculty from another department in the School. Students will be invited to meet the candidates for the new faculty position and to offer their evaluations of the candidates.
- The Dean may appoint a person to the faculty for a non-tenured, contract, or visiting professor position when circumstances warrant such an appointment. All other full-time faculty appointments require the participation and support of the faculty.
- When a vacancy is declared, it will be advertised through appropriate channels. Applications, resumes, and recordings will be solicited and collected from interested applicants regardless of race, gender, or ethnic background.
- Candidates for a music faculty appointment are evaluated on the basis of:
 - academic credentials
 - teaching experience and ability
 - artistic activities
 - scholarly activities
 - collegiality
- The normal procedure is for the faculty to review the applications and invite three candidates to the campus for an interview. When the faculty reaches agreement on the best candidate for the position, the Dean will extend an invitation for the candidate to accept the position, negotiate matters of rank and salary, and write a contractual letter on behalf of the President of the University.
- Faculty rank and salary for new appointments will normally be determined on the basis of:
 - the candidate's rank at their institution prior to appointment to the Mercer faculty
 - years of teaching experience
 - professional scholarship or artistic activities

3.01.01 Adjunct Faculty

The Dean appoints adjunct faculty, taking into consideration the need for additional instruction in the coming semester, faculty sabbaticals, and the need to offer courses not being taught by the full-time faculty. As a rule, adjunct faculty is expected to hold a graduate or terminal degree, but experience, expertise, and reputation are also considered. Adjunct teachers are normally contracted on a semester basis.

3.01.02 Tenure-Track Faculty

Tenure-track faculty members are reviewed for during the first, second, fourth, and sixth year of full-time faculty service. The tenure-track faculty member is eligible to apply for tenure during the sixth year of full-time service. At the time of a professor's initial appointment, credit toward tenure may be given for teaching at another institution, and a shorter probationary period may be specified. Where the candidate's experience and distinction warrant it, the President may make the appointment with tenure.

3.02 Faculty Development

The faculty may expect support from the University for their professional development. In return, the University may expect enhanced commitment to the University in musical performance, scholarship, teaching, and service.

3.02.01 Scholarly and Artistic Activities

Faculty members are expected to remain active as professional musicians. Scholarly and artistic activities that are not externally funded will be supported within the budgetary limits of the given year. The School encourages such professional activities as performance, composition, and research.

3.02.02 Participation at Professional Meetings

Faculty members are expected to attend and become active participants in the regional, national, and international professional meetings of their disciplines. Faculty members pay their own dues for membership in professional organizations. The School will pay for travel and registration at the annual meetings to the limits set by the Dean in view of budgetary constraints.

3.02.03 Sabbatical Leave

The purpose of the program of sabbatical leaves is to provide opportunity for continued professional growth and intellectual development through new performance, study, or research. Normally travel away from the campus is involved.

- Eligibility - A professor is eligible for a sabbatical leave after six years of full-time service as a faculty member in the University. Any previous time spent on leave is not considered in determining years of service toward sabbatical eligibility. A faculty member within two years of retirement is not eligible. A sabbatical leave is not considered a form of deferred compensation, a faculty right, or an automatic benefit. A faculty member may apply for a one-semester sabbatical leave with full pay or a full year sabbatical leave with half pay. After a sabbatical leave, a professor is expected to return to active teaching duties at the University. Following six more years of service, a professor may apply for another sabbatical leave.
- Application Procedure - No later than September 15 in the year prior to the expected leave, the faculty member must submit to the Dean a letter of application and a proposal that states the purpose and plan for

the period of the leave. Notification of those selected for sabbatical leaves will be made by February 1.

- Evaluation - Within three months of returning from a sabbatical leave, a faculty member will submit to the Dean a written account of the work accomplished during the leave and an evaluation of the extent to which the objectives of the leave have been accomplished.

3.03 Conflict of Interest

The faculty of the School of Music strive to maintain and exemplify the highest standards of integrity in every aspect of their professional activities. For that reason the following guidelines have been adopted by the faculty to ensure that there shall be no misunderstanding in areas of potential conflict of interest, specifically in questions of work for outside sources, honoraria, and reimbursements.

3.03.01 Work for Outside Sources

As a basic principle it is expected that no employee of the School of Music shall take another job that takes up time that he or she is expected to give to Mercer University. Members of the faculty and staff of the School of Music regularly have opportunities to engage in a variety of activities that both remunerate them personally and contribute to the work of the School of Music. When that is the case particular care must be taken that their position with the School of Music is neither exploited for personal gain nor neglected in the pursuit of such activities. Specifically, members of the faculty may respond to invitations to perform, teach, or serve as music ministers. They may appropriately engage in composing, adjudicating, editing, or writing for which they receive income in stipends or royalties. Such activities contribute to the reputation and stature of the School of Music. Nevertheless, the following guidelines should be observed:

- Time spent in outside professional activities should not interfere with the faculty member's teaching responsibilities to the School. Teaching for other schools or universities must be negotiated with the Dean.
- A faculty member may miss a maximum of one week of classes per semester for his or her own professional activities and a maximum of one week per semester for School or University related activities.
- All professional and University related activities should be listed in the faculty member's annual report. Any extended or continuing obligations or contractual relationships should receive prior approval of the Dean.
- Whenever the Dean or the individual faculty member is concerned that such activities are excessive, they should be discussed with and approved by the Dean.
- Faculty members may not make use of the University's name or resources (including space, facilities, equipment, and support staff) in

connection with outside activities other than the routine activities that are connected with their role as a faculty member.

3.03.02 Honoraria and Reimbursements

Honoraria and stipends for professional activities rightfully belong to the individual faculty member. There may be occasions, however, for which faculty members donate their time representing the School, and such activities may occasionally recruit or raise money for the school. In such instances, travel expenses will be reimbursed by the School. Employees will not be reimbursed for travel expenses for activities for which they receive an honorarium or other reimbursement.

3.03.03 Accountability

- No faculty person should determine his or her own compensation for University related activities.
- All university related music programs employing faculty members should submit an annual program report to the Dean by May 15 of the academic year.

3.04 Faculty Rank

3.04.01 Lecturer

A Lecturer is an adjunct teacher who is normally appointed for a semester to meet specific instructional needs in the School. Lecturers are part-time, teaching less than a full-time load in a given semester.

3.04.02 Senior Lecturer

A Senior Lecturer is an adjunct teacher who has committed a period of years (not less than six years) of faithful part-time teaching service to the School. Senior Lecturers normally possess terminal professional degrees. They are promoted for their years of productive teaching and commitment to the institution.

3.04.03 Assistant Professor

An assistant professor is normally a tenure-track appointment. The assistant professor is assessed by the Tenure, Promotions, and Peer Review committee during the first, second, fourth, and sixth year of teaching service to the School. The non-tenured period of service allows the Dean and the faculty to assess the assistant professor's abilities and fit with the needs of the School. Successful performance in teaching and course development is a prime consideration, as are the assistant professor's professional scholarship and artistic activities. As well, the Dean and faculty evaluate the assistant professor's commitment to faculty service responsibilities and collegiality. In the fourth year, a decision will be made about renewing the assistant professor's contract into the future. In the assistant professor's sixth year of teaching, the Tenure, Promotions, and Peer Review committee will review the professor's professional work and make a recommendation to the Dean concerning tenure.

3.04.04 Associate Professor

An associate professor should have demonstrated ability in teaching and course development and established acceptance and collegiality with his or her faculty colleagues. In addition, an associate professor should be building a reputation as a music teacher and as a professional musician. Measurable success should be apparent in the areas of music scholarship, music performance, and other artistic activities.

3.04.05 Professor

A full professor should have attained recognition and distinction in his or her area of specialization comparable with that of music professors at other major schools of music, conservatories, and university music departments.

3.04.06 Professor Emeritus

The status of professor emeritus is awarded to professors and associate professor emeritus to associate professors who have served the equivalent of ten years of exceptional service to Mercer University. The benefits awarded to the designated professor emeritus or associated professor emeritus are delineated in the Mercer University Faculty Handbook.

3.05 Tenure, Promotion, Peer Review, and Dean Review

3.05.01 Annual Review

Every year each faculty member completes an Annual Faculty Report, recording his or her activities for the past calendar year in each of the following five areas. Annual Faculty Reports (except second year and sixth year faculty being reviewed) are due on January 14. Before the end of the spring semester and the mailing of salary letters for the coming year, the Dean reviews the faculty member's Annual Report, course evaluations, and achievement of goals set the previous year. The Dean then has a performance evaluation conference with each faculty member and communicates the evaluation to the faculty member in writing.

Materials requested for annual faculty reports (see School form for submittal):

- Teaching
- Scholarship and Creative Work/Artistic Activities
- Service Contributions
- Honors and Awards
- Goals for the Coming Year

3.05.02 Procedures for First, Second, and Fourth Year Reviews, and Promotion and/or Tenure Review

- The Tenure, Promotion, and Peer Review committee will distribute (September 8) to the faculty a faculty roster listing years in rank for every assistant, associate, and non-tenured faculty member who is eligible for promotion or tenure.
- First year faculty members must submit to the chair of the Tenure, Promotion, and Peer Review committee their Annual Faculty Report on January 16 with an evaluation letter from the chair of the respective department area
- Second year faculty members must submit to the chair of the Tenure, Promotion, and Peer Review committee their Annual Faculty Report on October 29 with an evaluation letter from the chair of the respective department area
- Fourth year faculty members must submit their materials to the chair of the Tenure, Promotion, and Peer Review committee for review by January 16.

Materials requested for fourth year review:

- Course syllabi
- Student course evaluations
- Professor's course evaluations
- Annual faculty reports (teaching, professional activities, awards goals)
- Evaluation letter from the chair of the respective department

- Sixth year faculty members who wish to be reviewed for promotion and/or tenure must submit their materials to the chair of the Tenure, Promotion, and Peer Review committee for review by October 29.

Materials requested for sixth year promotion and/or tenure review:

- Course syllabi
- Student course evaluations
- Professor's course evaluations
- Annual faculty reports (teaching, professional activities, awards, goals)
- Other supporting materials may be requested by the Tenure, Promotions, and Peer Review committee, or submitted by the candidate
- Evaluation letter from the chair of the respective department
- Evaluation letter from an external referee

3.05.03 Post-Tenure Peer Review

All tenured faculty will submit their materials on a five year rotating basis to the chair of the Tenure, Promotion, and Peer Review committee for review by January 16.

Materials requested for peer review:

- Course syllabi
- Student course evaluations
- Professor's course evaluations
- Annual faculty reports (teaching, professional activities, awards, goals)

3.05.04 Dean Review

All faculty members will be asked to submit a report every three years (see School form) evaluating the effectiveness of the Dean's leadership. This form will be collected by the senior professor on the Executive Committee and sent to the Provost's office by February 15.

3.06 Termination or Resignation of a Faculty Member

See the University Faculty Handbook, “Termination of Appointments by the University,” “Termination of Appointment by the Faculty Member,” and “Dismissal Procedures.” The section on “Termination of Appointment by the Faculty Member” reads: A faculty member may terminate his or her appointment effective at the end of an academic year, provided that he or she gives notice in writing at the earliest possible opportunity, but not later than 30 days after receiving notification of the terms of his or her reappointment for the coming year. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he or she would otherwise be denied substantial professional advancement or other opportunity. Faculty members are expected to give due notice of their intentions not to accept reappointment so as to assist

IV. Guidelines for Faculty/Student Travel on School of Music-Sponsored Events

4.01 Faculty/Student Travel

A music faculty member must accompany any School of Music authorized event involving students and travel.

It is imperative that proper funding for the event be procured before the date of departure. Budget planning should include expenses for travel, board, room, and all necessary dues/convention fees, etc.

Safe and sufficient travel arrangements must be secured before departure. Proper and adequate housing arrangements must be arranged in advance. Rooms booked should not be overcrowded and gender separation is required.

Planning for sufficient meals and a comfortable timetable should be organized ahead of time.

The Dean of the School of Music must be informed of the travel plans and the names of the students involved at the beginning of the academic semester in which the event occurs. The Office of the Dean of Music will officially request that the students receive permission to be absent from their academic classes.

The use of university vehicles or commercial vehicles for travel is encouraged. If personal vehicles are used, it is recommended that university employees assume the driving responsibilities.

The "Release and Hold Harmless" travel form should be completed and signed by all students undertaking international travel.

THIS RELEASE AND HOLD HARMLESS AGREEMENT is entered into this _____ day of _____, 20____ by and between _____ [Full name of Participant] whose address is _____ (“Participant”) and _____ [Full name, address, and relationship of the Participant's Parent or Guardian] (collectively referred to as the “Undersigned”) and **THE CORPORATION OF MERCER UNIVERSITY**, a nonprofit corporation organized under the laws of the State of Georgia (“University”).

1. Participant's Desire to Participate in the Music Tour

Participant is a student qualified for, accepted, and now attempting to participate in

_____ [Description of Music Tour] (“Music Tour”), arranged through the University’s School of Music, and organized and conducted by _____ [Name of Travel Agency] (“Travel Agency”) from _____, 20____ through _____, 20____, on location in the country of _____ (“Host Country”). It is expressly acknowledged that Participant is not required to participate in the Music Tour.

2. Waiver of University's Liability for Risks and Dangers

The Undersigned understand that there are certain dangers, hazards, and risks inherent in international travel and in the activities included in the Music Tour, including but not limited to

_____ [If applicable, describe any specific dangers contained in bulletins or alerts from the U.S. State Department, World Health Organization, or Centers for Disease Control, and attach copies of same], and which also could include serious or even mortal personal injury and property damage. The Undersigned also understand that the University cannot and does not assume responsibility for any such personal injuries or property damage.

3. Undersigned's Responsibility for Medical Needs

The Undersigned are aware of all of the Participant's personal medical needs, and have arranged for adequate hospitalization insurance to meet any and all requirements for payment of medical or hospital costs incurred by Participant while undertaking this Music Tour. The Undersigned agree that the University cannot be and is not responsible for attending to any of the Participant's medical or medication needs; that the Undersigned assume all risk and responsibility therefor; and that if the Participant is required to be hospitalized while in a foreign country or in the United States during this Music Tour, the University cannot and does not assume any legal responsibility for payment of such costs.

4. Disclaimer of University's Responsibility

The Undersigned understand that the University in no way represents or acts as agent for the Travel Agency, the transportation carriers, hotels, and other suppliers of services connected with this Music Tour. The Undersigned further understand and agree that the University, its governing board, employees, and agents are:

- A. not responsible or liable for any injury, damage, loss, accident, delay, or other irregularity which may be caused by the defect of any vehicle or the negligence or default of the Travel Agency or any company or person engaged in providing or performing any of the services involved in this Music Tour;
- B. not responsible for losses or expenses due to sickness, weather, strikes, hostilities, wars, natural disasters, or other such causes;
- C. not responsible for any disruption of travel arrangements, or any consequent additional expenses that may be incurred therefrom; and
- D. not responsible for the theft or other loss, damage, or destruction of the Participant's luggage or personal belongings.

5. University's Rights and Powers

The University reserves the right to cancel without penalty the offering and conduct of the Music Tour, and to make any alterations, deletions, or modifications in the itinerary and/or the scheduled activities of the Music Tour, as deemed necessary by the University or by the Travel Agency.

6. Undersigned's Assumption of Risks

- A. Knowing the dangers, hazards, and risks of such activities, and in consideration of the Participant being permitted to participate in the Music Tour, the Undersigned, on behalf of the Participant, his/her family, heirs, and personal representatives, agree to assume all the risks and responsibilities surrounding the Participant's participation in the Music Tour, in all transportation in connection therewith, and in any independent activities undertaken as an adjunct thereto. The Undersigned further agree, in advance, forever to release and discharge the University, its governing board, officers, agents, employees, and students acting as employees ("Releasees") from and against any and all liability for any harm, injury, damage, claims, demands, actions, causes of action, costs, and expenses of any nature whatsoever which the Undersigned may have or which may hereafter accrue to the Undersigned, arising out of or related to any loss, damage, or injury (including but not limited to suffering and death) that may be sustained by the Participant or by any property belonging to him/her, whether caused by the negligence or carelessness of the Releasees or otherwise, while in, on, upon, or in transit to or from the Host Country where the Music tour or any adjunct to the Music Tour occurs or is being conducted.
- B. The Undersigned understand that the Releasees do not have medical personnel available at any performance location on the Music Tour, during transportation to or from such performance location, or anywhere in the Host Country. The Undersigned understand and agree that the Releasees are granted permission to authorize emergency medical treatment for the Participant, if necessary, and that such action by the Releasees. shall be subject to the terms of this Agreement. The Undersigned further understand and agree that the Releasees assume no responsibility for any injury or damage which might arise out of or in connection with such authorized emergency medical treatment.
- C. It is the Undersigned's express intent that this Release and Hold Harmless Agreement shall bind the members of the Participant's family and spouse if the

Participant is alive, and the Participant's family, estate, heirs, administrators, personal representatives, or assigns if the Participant is deceased, and shall be deemed to be a release, waiver, discharge, and covenant not to sue the above-named Releasees. The Undersigned agree to save and hold harmless, indemnify, and defend the Releasees from any claim by the Undersigned or the Undersigned's family or other personal representatives, arising out of the Participant's participation in the Music Tour.

- D. In signing this Release and Hold Harmless Agreement, the Undersigned acknowledge and represent that they have become fully informed of the contents of this Agreement by reading it before signing it, and by signing this document as their own free act and deed confirm that no oral representations, statements, or inducements, apart from the foregoing written statement, have been made.
- E. The Undersigned execute this Release and Hold Harmless Agreement for full, adequate, and complete consideration, fully intending to be bound by the same.

7. Governing Law and Forum; Severability

This Agreement shall be construed in accordance with the laws of the State of Georgia, which shall be the forum for any claim(s) filed under or incident to this Agreement or the Music Tour. The term and provisions of this Agreement shall be severable, such that if a court of competent jurisdiction holds any term to be illegal, unenforceable, or in conflict with any law governing this Agreement, the validity of the remaining portions shall not be affected thereby.

**THIS IS A RELEASE OF LEGAL RIGHTS;
READ AND UNDERSTAND BEFORE SIGNING.**

STUDENT/PARTICIPANT:

WITNESS:

[Signature]

[Signature]

[Printed Name]

[Printed Name]

PARENT/GUARDIAN: WITNESS:

[Signature]

[Signature]

[Printed Name]

[Printed Name]

THE CORPORATION OF MERCER UNIVERSITY

BY: _____

4.02 Guidelines for Faculty Travel

Faculty are requested to complete a School of Music Travel Notification Form when absent from the School for a period of more than two days.

**TOWNSEND SCHOOL OF MUSIC
TRAVEL NOTIFICATION FORM**

DATE: _____

NAME: _____

Dates of intended travel: _____

Destination/Purpose: _____

Teaching responsibilities covered:

Institutional expenses anticipated:

Phone contact number during absence: _____