

Department of Music Faculty Handbook

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Part 1: Introduction

Part 2: Department of Music Structure, Programs, and Governance

Section 2.1. Mission Statement and Vision Statement

Section 2.2. Department of Music Administration, Governance, and Service

Section 2.3. Staff of the Department of Music and the Mason Gross Dean's Office

Section 2.4. Quick List of Links and Contacts for Common Departmental Procedures

Part 3: Faculty Personnel Policies and Resources

Section 3.1. Rights and Responsibilities

Section 3.2. Discrimination and Harassment

Section 3.3. Safety

Section 3.4. Policy on Alcohol and Other Drugs

Section 3.5. Resources for Reappointment, Tenure, and Promotion

Section 3.6. Part-time Lecturer Appointments

Section 3.7. Human Resources

Section 3.8. Employee Assistance Program

Section 3.9. Rutgers AAUP-AFT

Section 3.10. Office of Diversity, Inclusion, and Community Engagement

Section 3.11. Leaves of Absence

Section 3.12. Outside Employment and Other Potential Conflicts of Interest

Section 3.13. Office Hours

Section 3.14. X-hour

Section 3.15. Faculty Parking Passes

Part 4: Teaching Assignments, Responsibilities, and Policies

Section 4.1. Introduction

Section 4.2. Accessing University Information and Websites

Section 4.3. Rosters and Grading

Section 4.4. Teaching Loads

Section 4.5. Byrne Seminars and Additional Teaching Opportunities

Section 4.6. Summer Teaching Opportunities

Section 4.7. Enhancement and Evaluation of Teaching

Section 4.8. Mentorship in Teaching

Section 4.9. Textbooks

[Section 4.10. Emergencies/Cancellations](#)

[Section 4.11. Policies Governing Applied Major Lessons](#)

[Section 4.12. Teaching Non-Rutgers Lessons on Campus](#)

[Section 4.13. Policies Governing Credit-based Chamber Music](#)

[Section 4.14. Policies Governing Academic Courses](#)

[Section 4.15. Policies Governing Large Instrumental Ensembles](#)

[Section 4.16. Large Instrumental Ensemble Audition Procedures and Placement](#)

[Section 4.17. Policies Governing Large Vocal Ensembles and Opera](#)

[Section 4.18. Large Vocal Ensemble and Opera Audition Procedures and Placement](#)

[Section 4.19. Reading Days](#)

[Section 4.20. Final Examinations](#)

[Section 4.21. Students and Faculty with Disabilities](#)

[Section 4.22. Academic Integrity](#)

[Section 4.23. Turn-It-In](#)

[Section 4.24. Faculty Members' Role in the Admissions Process](#)

[Section 4.25. Evaluation of Student Progress, Juries, Recitals, and Examinations](#)

[Section 4.26. Student Privacy Rights](#)

[Part 5: Resources for Faculty Professional Development and Assistance](#)

[Section 5.1. Sabbaticals](#)

[Section 5.2. Sources of Funding for Faculty Professional Development](#)

[Section 5.3. Institutional Review Board](#)

[Part 6: Facilities](#)

[Section 6.1. Facilities, Access, and Procedures for Usage](#)

[6.1.1. Marryott Music Building](#)

[6.1.2. Mortensen Hall](#)

[6.1.3. Nicholas Music Center](#)

[6.1.4. Rehearsal Hall](#)

[6.1.5. Music Annex](#)

[6.1.6. Art History Building and Walters Hall](#)

[6.1.7. Performing Arts Library](#)

[6.1.8. Graduate Music House](#)

[6.1.9. Voorhees Chapel](#)

[6.1.10. Kirkpatrick Chapel](#)

[6.1.11. Ticket Office](#)

[6.1.12. Rutgers Community Arts](#)

[6.1.13. Christ Church](#)

[6.1.14. New Brunswick Performing Arts Center](#)

[6.1.15. 44 Road 3 \(storage for Marching Band\)](#)

[Section 6.2. Reporting Problems with Facilities](#)

[Section 6.3. Administrative Offices of the Department of Music](#)

[Section 6.4. Building Access and Keys](#)

[Section 6.5. Maintenance and Custodial Services](#)

[Section 6.6. Scheduling Policy](#)

[Section 6.7. Piano Maintenance and Tuning](#)

[Section 6.8. Historical Keyboard Instruments](#)

[Section 6.9. Non-keyboard Instrument Loans and Repair](#)

[Section 6.10. Department of Music Photocopy Machines](#)

[Part 7: Concerts and Events](#)

[Section 7.1. Scheduling Concerts and Events](#)

[Section 7.2. Student Recitals: Panels and Scheduling](#)

[Section 7.3. DMA lecture-recitals: Panels and Scheduling](#)

[Section 7.4. Accompanist Services](#)

[Section 7.5. Mason Gross Presents Funding](#)

[Section 7.6. Concert Programs](#)

[Section 7.7. Concert Recording](#)

[Part 8: Publicity, Marketing, and Outreach](#)

[Section 8.1 University Policies and Resources on Publicity and Marketing](#)

[Section 8.2 Mason Gross Policies on Publicity and Marketing](#)

[Section 8.3 Department of Music Policies on Publicity and Marketing](#)

[Section 8.4. Mason Gross Website](#)

[Section 8.5. Personal Websites](#)

[Section 8.6. Social Media](#)

[Section 8.7. Conduct on Personal Social Media Accounts](#)

[Appendices](#)

Part 1: Introduction

The purpose of this handbook is to present faculty in the Department of Music at the Mason Gross School of the Arts, Rutgers University, with guidelines and resources that will help them fulfill their professional roles and contribute to the department community in productive and meaningful ways. Rutgers is a large place, with infrastructure that is constantly changing, and it is difficult for even the most seasoned faculty to stay informed of all of the latest developments in teaching, grading, evaluation, funding, promotion procedures, and more. By assembling information on these topics with links/references to other administrative units in the university, this handbook should serve as a useful guide in these areas. In addition, the handbook serves as a repository for departmental policies on the roles and expectations of faculty in teaching and service to the department. Consistent application of these policies, as well as those laid out in the graduate and undergraduate handbooks, provides a baseline for equitable treatment of all members of our department, ensuring that we are all able to flourish in our chosen areas of creative work, research, teaching, service, and study.

Part 2: Department of Music Structure, Programs, and Governance

Section 2.1. Mission Statement and Vision Statement

In October of 2018, the Department of Music adopted the following Mission and Vision Statements:

Department of Music Mission Statement

In keeping with the [threefold mission of Rutgers University](#) as a whole, the mission of the Department of Music at the Mason Gross School of the Arts is:

- to prepare students for fulfilling lives in music, inspiring them to achieve excellence and professional success as creative artists, teachers, and scholars;
- to promote exceptional creative work and cutting-edge research in order to advance the field of music nationally and internationally; and
- to contribute to the artistic and scholarly life of the local and broader communities through teaching and public programs.

Department of Music Vision Statement

To be recognized globally as a top-ranked music program that achieves excellence in traditional and cutting-edge performance, research, teaching, and other creative endeavors.

Section 2.2. Department of Music Administration, Governance, and Service

The administration and governance of the Department of Music, as well as descriptions of each position, are laid out in the Department of Music Bylaws, which can be found in the appendices of this handbook. The director of the Department of Music, who reports to the dean, is a resource for all department faculty, staff, and students, and is responsible for facilitating educational goals through administration, oversight of committees, and the establishment of the department budget. The associate director (of which there may be more than one) assists with these duties. The coordinators of the graduate and undergraduate programs should be included in discussions of particular students, issues that arise in courses, artistic standing, academic standing, curricular requirements, etc. The department's Executive Committee, Artistic Standing Committee, Graduate Oversight Committee, Curriculum Committee, and other committees outlined in the bylaws as well as those convened on an ad-hoc basis, work together to ensure that the department's educational mission is being fulfilled and that students are being held to consistent and appropriate standards.

All faculty should familiarize themselves with the department's bylaws to understand the functioning of the administration, divisions, areas, and committees.

Faculty members' participation in departmental committees is essential to shared governance, and faculty should expect to participate actively in them.

Section 2.3. Staff of the Department of Music and the Mason Gross Dean's Office

Not found in the department's bylaws are descriptions of the roles that staff members, both at the departmental level and at the school level, play in the workings of the department. The staff support every aspect of the department's functioning to ensure the smoothest possible operations. Staff members serve the department in admissions and recruiting, allocation of scholarship funds, allocation of student financial working awards and oversight of work assignments, approval procedures related to professional expenses and

reimbursements, coordination of large ensembles, recital scheduling, technology assistance, and much more.

A full listing of Department of Music staff is at <http://www.masongross.rutgers.edu/music/staff>. A full listing of the Mason Gross Dean's Office staff is at <http://www.masongross.rutgers.edu/content/deans-office-staff>.

Section 2.4. Quick List of Links and Contacts for Common Departmental Procedures

The following topical list of contacts may guide faculty through a variety of procedures:

- **Emergencies: dial 911; then, to reach the Rutgers Police, call (848) 932-8407.**
- Admissions and student scholarships: Peg Barbarite (pbarbarite@mgsa.rutgers.edu)
- Budgets for individual areas: budgets are allocated by the director of the Department of Music each year. Expenses approved in advance can be processed through Ximena Dilizia (xdilizia@mgsa.rutgers.edu) or Sophia Ennocenti (sie5@mgsa.rutgers.edu). Paperwork such as W-9 forms, ICED forms, and invoices must be supplied by outside contractors.
- Contracts: Patty Mancuso (pmancuso@mgsa.rutgers.edu)
- Disability and religious accommodations: <https://academiclaborrelations.rutgers.edu/>
- Fundraising and grants: Linda Christian (lac356@mgsa.rutgers.edu)
- I-9 forms: Diane Amato (dmamato@mgsa.rutgers.edu)
- Instruments owned by the department: mgainstruments@gmail.com
- Keys: Chris Delgado (cdelgado@mgsa.rutgers.edu)
- Large ensemble administration: Sophia Ennocenti (sie5@mgsa.rutgers.edu)
- Mason Gross website: All updates must be sent to Jessalyn Traino (jessalyn.traino@rutgers.edu), NOT to the Mason Gross Dean's Office.
- Nicholas Music Center: Mark Piotrowski (mpiotrowski@mgsa.rutgers.edu)
- Office of Academic Integrity: <http://academicintegrity.rutgers.edu/>
- Office of Disability Services: <https://ods.rutgers.edu/home>
- Guest Parking: Chris Delgado (cdelgado@mgsa.rutgers.edu)
- Photocopier: Chris Delgado (cdelgado@mgsa.rutgers.edu)
- Piano tuning and maintenance: Dave Miller (davetune@mgsa.rutgers.edu)

- Professional expenses such as conference travel must be approved in advance by the director of the Department of Music, William Berz (wberz@mgsa.rutgers.edu) or the dean of Mason Gross. Once approved, expense management is done through the Cornerstone system at <https://my.rutgers.edu>. Receipts and credit card statements must be saved and used for this purpose. The procedures are a bit complicated and faculty are encouraged to speak to Ximena Dilizia (xdilizia@mgsa.rutgers.edu) for assistance.
- Practice rooms or facilities: Kevin Viscariello (kevinv@mgsa.rutgers.edu)
- Publicity: Jessalyn Traino (jessalyn.traino@rutgers.edu)
- Scheduling and space reservation for classes, rehearsals, faculty recitals, etc.: Kevin Viscariello (kevinv@mgsa.rutgers.edu or <https://artspace.rutgers.edu/>)
- Student Affairs: Mandy Feiler, Dean of Students (mfeiler@mgsa.rutgers.edu) or Alexis White (awhite@mgsa.rutgers.edu)
- Student recital scheduling (a process in which faculty must be involved): Front Office Manager Chris Delgado (cdelgado@mgsa.rutgers.edu). Forms are available at <https://airtable.com/shrmnInWBl9ZzYo7E> (for regular recitals) and <https://airtable.com/shrkZwqEQZm7CYuql> (for DMA lecture-recitals). See the procedures for scheduling of student recitals below, in section 7.2.
- Teaching loads: Director William Berz (wberz@mgsa.rutgers.edu)
- Technology for classrooms or offices on an immediate basis: musictech@mgsa.rutgers.edu. For help with larger/long-term issues contact Brian Ur (bur@mgsa.rutgers.edu) or Jason Pappas (jppappas@mgsa.rutgers.edu).

Part 3: Faculty Personnel Policies and Resources

Section 3.1. Rights and Responsibilities

Rutgers University's policy on academic freedom states:

“Since the very nature of a university and its value to society depend upon the free pursuit and dissemination of knowledge and free artistic expression, all members of the faculty and teaching staff of the University, whether tenured or nontenured, full-time or part-time, are expected, whenever and wherever they engage in teaching, research, service,

professional practice or clinical practice, as well as in their research and professional publication, freely to discuss subjects with which they are competent to deal, to pursue inquiry therein, and to present and endeavor to maintain their opinions and conclusions relevant thereto. In expressing those ideas which seem to them justified by the facts, they are expected to maintain standards of sound scholarship and competent teaching.”

This policy goes on to enumerate key responsibilities that faculty are required and expected to uphold in the course of their work in teaching, research, service, and any other aspect of their professional lives. The ethical aspects of these responsibilities are heavy, encompassing obligations to the profession and the pursuit of knowledge; obligations to students; injunctions against discrimination and harassment, etc. Faculty must adhere to this policy, in all of its aspects, as the official university statement on these matters. The full policy can be read at <https://policies.rutgers.edu/sites/default/files/60.5.1-current.pdf>

In addition, the Office of Human Resources, the University’s Policy Library, the Office of Ethics and Compliance, and other offices in the central administration provide faculty, staff, and administrators with information about rights, responsibilities, and potential problems and conflicts of interest. Faculty members should familiarize themselves with all relevant material; the following are some of the important links:

- Rutgers University Policy Library: <https://policies.rutgers.edu/>
- Office of Human Resources: <http://uhr.rutgers.edu>
- Rutgers University Ethics: <http://ethics.rutgers.edu>
- Gateway for New Faculty: <https://uhr.rutgers.edu/worklife-balance/working-rutgers/gateway-new-faculty>
- Employee Rights and Responsibilities: <http://uhr.rutgers.edu/employee-rights-and-responsibilities>
- The Rutgers Code of Conduct: <https://uec.rutgers.edu/policies/ethics-code-of-conduct/>

Section 3.2. Discrimination and Harassment

Rutgers University prohibits discrimination and harassment. Resources for victims of discrimination and harassment may be found in Section 60 of the Policy Library: <https://policies.rutgers.edu/view-policies/human-resources-hr-%E2%80%93-section-60>

Procedures for filing grievances related to Title IX may be found at [http://compliance.rutgers.edu/wp-content/uploads/sites/42/2014/11/Title IX Grievance Procedures.pdf](http://compliance.rutgers.edu/wp-content/uploads/sites/42/2014/11/Title_IX_Grievance_Procedures.pdf), together with explanations of confidential resources for reporting and counseling.

As indicated by the Office for Violence Prevention and Victim Assistance,

“There are a few requirements of faculty and staff regarding reporting crimes to law enforcement or other authorities. Title IX of the Educational Amendments of 1972 bans sex discrimination, including sexual harassment and sexual assault, for any school receiving federal funds. **The University indicates that compliance is everyone’s responsibility.** This means that faculty and staff may be required to provide notification of a disclosure of sexual harassment or sexual assault to a Title IX Coordinator on campus. For more information about mandated reporting please visit [Title IX Compliance](#).”

More information is at <http://vpva.rutgers.edu/i-am-facultystaff/legal-obligation-to-report/>.

Section 3.3. Safety

The Rutgers CAPS (Counseling, Alcohol and Drugs Assistance, and Psychiatric Services) program is a valuable resource for the Rutgers community. The community-based counselor for Mason Gross is Richard Carlson (richcarl@echo.rutgers.edu or 848-932-7884). CAPS advises the community of the following resources:

“IN CRISIS?”

During regular business hours (Mon-Fri, 8:30 am - 5:00 pm), call CAPS at 848-932-7884 and ask to speak to the on-call counselor.

After hours or on weekends, contact Acute Psychiatric Services (APS) **855-515-5700**. (New Brunswick/Piscataway area only; available 365/24/7.)

OR call the NJ Hopeline at 855-654-6735 (This service can be reached within NJ; available 365/24/7.)

OR call the National Suicide Prevention Lifeline (NSPL) at 800-273-TALK (8255). (This service can be reached from anywhere in the country; available 365/24/7.)

Get support via text by texting “KNIGHT” to 741741 – available 24/7”

The following guidelines were prepared by the Mason Gross Dean’s Office:

<p>If you think there is imminent danger or threat at any time in any location, call 911. RU Police dispatcher is (848) 932-8407.</p>	
<p>Fire</p>	<p>Do not try to put out a fire, just pull the fire alarm and shout to others to evacuate the building.</p> <p>Leave the building using the stairs, not elevator.</p> <p>If there is fire between you and the exit, use the fire extinguisher to clear a path out.</p> <p>After evacuation, call 911.</p>
<p>Workplace injury</p>	<p>Call 911 if needed.</p> <p>If the person appears to need CPR and you are not qualified, call out to see if someone nearby is qualified.</p> <p>Do not move a person who has fallen unless they are in imminent danger by remaining where they are.</p> <p>Notify the associate dean or Lisa Passalacqua, senior administrative assistant, after the fact.</p> <p>For accidents, complete an accident report to enable access to Occupational Health Services and Workers Compensation.</p>

<p>Suicide threat and severe psychological distress</p>	<p><u><i>If danger is imminent:</i></u> Call 911. Try to provide a safe, quiet, secure place for the person. Maintain a straightforward, supportive attitude. Remind them they are not alone. Do not minimize their concerns. <u><i>If the threat is severe but not imminent:</i></u> If student, try to walk the person to CAPS (17 Senior Street) or call Mandy Feiler, dean of students, 848-932-5208. If employee, try to encourage the person to contact University Behavioral Health on Piscataway campus: Regular hours - 732-235-5900 After hours service - (800) 327-3678</p>
<p>Active shooter</p>	<p>If the shooter is in your room, do what you have to in order to survive. <u><i>If you are indoors but not in the room with the shooter:</i></u> Lock and barricade your doors and windows. Keep lights off and keep everyone quiet, including cell phones. Get behind a solid structure if possible. <u><i>If you are outside:</i></u> Run away from gunfire in a zigzag pattern. Take cover if possible.</p>
<p>Suspicious person or activity</p>	<p>Do not confront suspicious people yourself. If activity appears dangerous, evacuate the area and call 911. If you have questions about someone, contact the Dean’s office or Rutgers police at (848) 932-8407.</p>

<p>Armed intruder or dangerous person</p>	<p>If you see a suspicious intruder, leave the building immediately and run and hide if you can. Call 911 if you can. If you are not able to run, stay out of open areas and remain quiet. You can try to play dead – lie as still as possible. If you have few options, you do what you have to in order to survive.</p>
<p>Other classroom or workplace violence</p>	<p>Call 911. Keep yourself and other people who are not involved away from the action and out of harm's way.</p>
<p>Suspected gas leak</p>	<p>Evacuate the area. Call 911 or (848) 932-8407. Do not touch any electrical devices. Notify the Dean's office; if not available, contact Facilities (daytime) at 732-445-1234 or RU Police (nighttime) at (848) 932-8407.</p>
<p>Riot or civil disturbance</p>	<p>Keep at a safe distance and avoid confrontation. If you are inside, lock your doors and windows.</p>
<p>Suspicious mail</p>	<p>Call 911. Do not touch or handle the package or letter. Do not activate the fire alarm unless a first responder tells you to.</p>
<p>Hostage situation</p>	<p>Escape if possible. Stay calm and comply with requests from the perpetrators.</p>

Severe weather	Check http://campusstatus.rutgers.edu to see if the campus is open for classes and/or for office employees. If closed, do not come to campus. Even if the campus is open, use your best judgment about whether it is safe to travel to and from campus. Do not ask students to meet you on campus if the campus is closed.
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When calling 911 for an emergency, be prepared to state:

- Location
- Nature of the emergency, including any immediate threat(s) to life, dangers to responders
- If there is need for medical or other help
- Description, location, or direction of travel of suspects, motor vehicles involved, and weapons

Section 3.4. Policy on Alcohol and Other Drugs

Faculty are obligated to abide by all university policies, including the university's policy on alcohol and other drugs:

<https://uhr.rutgers.edu/sites/default/files/AlcoholAndOtherDrugsPolicy.pdf>

Section 3.5. Resources for Reappointment, Tenure, and Promotion

Faculty appointments are governed by the university's collective bargaining agreement as well as the Academic Appointments Manual:

<https://academiclaborrelations.rutgers.edu/sites/default/files/Academic%20Appointments%20Manual%202016.pdf>.

Full-time faculty, whether on the tenure track or the professional practice track, normally meet with the dean of Mason Gross annually as a group. In addition, they should meet with the director and associate director of the Department of Music on an annual basis, at least, to discuss their progress toward reappointment, tenure, and promotion, as applicable. Faculty are responsible for understanding the expectations for reappointment, promotion, and tenure, as well as deadlines relating to the submission of materials.

- Contractual procedures for tenure-track faculty seeking reappointment, tenure, and promotion are at <https://academiclaborrelations.rutgers.edu/academic-reappointmentpromotion-tenured-and-tenure-track-faculty-non-libraries-aaup-aft-negotiations>
- Contractual procedures for professional-practice faculty seeking reappointment or promotion are at <https://academiclaborrelations.rutgers.edu/non-tenure-track-faculty-non-libraries>

Please read the instructions before completing the forms.

Section 3.6. Part-time Lecturer Appointments, Evaluation, and Advancement

Area heads should work to determine where gaps in teaching may exist--for example, in required academic courses that cannot be covered by full-time faculty in a given semester, or instrument areas that exceed private instruction space of full-time faculty members. In such cases, if possible, area heads should recommend part-time lecturers who may be appointed to fill these gaps. The decision about such appointments ultimately rests with the director of the Department of Music.

Appointment of part-time lecturers is governed by the university's collective bargaining agreement as well as the Academic Appointments Manual: <https://academiclaborrelations.rutgers.edu/sites/default/files/Academic%20Appointments%20Manual%202016.pdf>

PTLs become eligible for advancement to the rank of PTL 2 and PTL 3 after set numbers of semesters teaching at the university. PTLs are evaluated in every semester; those in their first semester of teaching receive a classroom observation in addition to SIRS or other student evaluations. Resources and forms for PTL evaluation and PTL Advancement are at <https://academiclaborrelations.rutgers.edu/resources>

See also section 4.3 below.

Section 3.7. Human Resources

Rutgers University Human Resources provides resources for faculty and staff regarding benefits, work/life balance, Rutgers employment, personal & professional development, etc. Additional resources, faculty development

workshops, and other materials are also available online. University Human Resources offers annual orientation workshops for all new faculty.

The University Human Resources online portal for faculty is available at: <https://uhr.rutgers.edu/faculty>

University Human Resources can be contacted at: 848-932-3020
The physical location is ASB II, 57 US Highway 1, New Brunswick NJ 08901-8554 (in the same parking lot as Houlihan's near Douglass Campus).

Section 3.8. Employee Assistance Program

The Rutgers Employee Assistance Program provides counseling and other support services for faculty and staff experiencing challenges in their work or personal lives. More information about the Employee Assistance Program is at <https://uhr.rutgers.edu/benefits/non-state-benefits-legacy-umd-nj-positions/employee-assistance-program>; phone (732) 235-5930. 24-hour help is available at: 1-800-327-3678.

Section 3.9. Rutgers AAUP-AFT

The Rutgers AAUP-AFT Union represents full- and part-time faculty, graduate student employees, and post-doctoral students in all contract negotiations with the University. Information is at <http://www.rutgersaaup.org/>

Section 3.10. Office of Diversity, Inclusion, and Community Engagement

“The Office of Diversity and Inclusion (ODI) advances, promotes, and advocates for inclusiveness, diversity, and equity as key elements to achieve Rutgers’ strategic vision to be preeminent in research, excellent in teaching, and committed to community.” For more information, visit: <https://odi.rutgers.edu/>

Section 3.11. Leaves of Absence

As an R1 research university, Rutgers encourages its faculty to be active in their disciplines, which sometimes necessitates absences from teaching. However, faculty must balance these professional opportunities with their obligations to teach their students.

Short-term leaves of absence must be requested in writing from the director of the Department of Music through the Short-Term Leave of Absence form, available at <http://www.masongross.rutgers.edu/music/for-faculty-and-staff> or from the Assistant to the Director, Diane Amato (dmamto@mgsa.rutgers.edu). The director of the Department of Music will notify the applicant of the decision in writing.

Procedures for application for sabbaticals and competitive fellowship leaves are available at <https://academiclaborrelations.rutgers.edu/resources>.

Leaves of absence due to family or medical issues or other emergencies are governed by relevant laws and university policies. See <http://uhr.rutgers.edu/worklife-balance/leave-absence/leaves-absence> or <https://academiclaborrelations.rutgers.edu/resources>; faculty may also consult with the university's Office of Human Resources.

Guidelines regarding absences can be found in the university's policy 10.2.7, "Course Attendance," at <https://policies.rutgers.edu/view-policies/academic-%E2%80%93-section-10#1>.

Section 3.12. Outside Employment and Other Potential Conflicts of Interest

Full-time faculty who maintain employment outside Rutgers University are required to report such employment. See this document from the Office of the General Counsel (<https://generalcounsel.rutgers.edu/ethics/outside-employment-faculty>) as well as this "Plain Language Guide" from the Office of Ethics and Compliance (<https://uec.rutgers.edu/wp-content/uploads/PlainLanguageGuide.pdf>) for the relevant policies.

All potential conflicts of interest must be reported. The university's "Ethics Armor" program is designed to preempt any such conflicts; faculty should read the material at <http://ethics.rutgers.edu> to understand how conflicts of interest may arise.

Section 3.13. Office Hours

In keeping with Mason Gross policy, full-time faculty members must hold two office hours per week throughout the semester. Office hours should be posted on the faculty member's office door, included on all syllabi, and submitted to the director of the Department of Music.

Section 3.14. X-hour

In keeping with Mason Gross policy, full-time faculty are required to be available for meetings on Wednesdays from 12:35-1:55 p.m. Classes, lessons, and other obligations may not be scheduled during this time.

Section 3.15. Faculty Parking Passes

Faculty members are eligible to purchase parking passes at rates determined by the Office of Transportation Services. The form for faculty is at <https://ipo.rutgers.edu/dots/faculty-staff-permits>. As with all university policies, policies about parking must be strictly adhered to. Students' cars may not be registered through faculty accounts, nor may department funds be used to pay for student parking permits.

Part 4: Teaching Assignments, Responsibilities, and Policies

Section 4.1. Introduction

Teaching in the Department of Music is about more than imparting information. Faculty aspire to prepare students for successful careers in music, whatever their chosen field, fostering expertise in core skills, critical thinking, and curiosity. In addition, faculty are role models for ethical behavior and mutual respect. As such, our faculty seek to create respectful, collaborative, safe environments for students to learn and grow. This position as role models is operative both during hours of instruction and outside of them.

Section 4.2. Accessing University Information and Websites

- Faculty are required:
 - To have a NetID and Password so that they can access class rosters and various university sites. (For information about, or to obtain, a NetID and password, see <https://netid.rutgers.edu/index.htm>)
 - To check their Rutgers e-mail regularly.
- In keeping with university policy, e-mails related to Rutgers business should be sent and received through the Rutgers e-mail account.
- New faculty normally do not receive a NetID until September 1 of their first academic year, so logistical arrangements need to be made through the department administration and University Human Resources to receive e-mail prior to that date.

- The Mason Gross undergraduate catalog can be found at http://catalogs.rutgers.edu/generated/nb-ug_current/pg948.html
- The Mason Gross graduate catalog can be found at http://catalogs.rutgers.edu/generated/mgsa_current/index.html

Section 4.3. Rosters and Grading

- Faculty are responsible for managing their rosters and entering grades in keeping with departmental and university policies. Faculty are required:
 - To check all class rosters at the beginning of each semester, and again after the “drop-add period,” which generally takes place during the first 10 days of the semester.
 - To notify the relevant students and the Undergraduate and/or Graduate Advisor of any discrepancies on any rosters. (e.g.: students who are on a roster who should not be, or any students attending a class who are not on the roster). Student e-mail addresses, as well as student photos, can be accessed from the roster.
 - To make sure that Applied Major Lesson students are on the correct roster as follows:
 - Undergraduate 1st year: 07:701:175 or 07:701:176
 - Undergraduate 2nd year: 07:701:275 or 07:701:276
 - Undergraduate 3rd year: 07:701:375 or 07:701:376
 - Undergraduate 4th year: 07:701:475 or 07:701:476.
 - MM 1st year: 08:703:575 or 08:703:576. 3 credits each
 - MM 2nd year: 08:703:675 or 08:703:676. 3 credits each
 - DMA and AD Performance Study: 08:703:701 or 08:703:702. Credits by arrangement.
 - To enter Warning Grades as appropriate during the Warning Grade Period.
 - To enter Final Grades as appropriate during the Final Grade Period. (<https://sims.rutgers.edu/rosters/>)
 - Grade appeals follow the university policy described here: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1429.html
- Faculty responsible for overseeing graduate students who are teaching can and should request roster access to monitor class size and drop/add procedures, and to ensure that warning grades and final grades are being assigned as appropriate.
- The use of personal emails for communicating with students is prohibited. The Family Educational Rights and Privacy Act (FERPA) requires that both sender and receiver emails be institutional if a grade is sent. All official correspondence must happen through institutional e-mail.

- For any access problems, see <http://oit-nb.rutgers.edu/service/help-desk> or e-mail helpdesk@nbcs.rutgers.edu
- Information about grades and their significance, as well as the resolution of temporary grades or grades of “Incomplete,” is at <http://nbregistrar.rutgers.edu/facstaff/regis.htm>.

Section 4.4. Teaching Loads

- Area heads are asked to provide a listing of the courses that need to be taught and the proposed faculty to teach them.
- Final teaching loads and teaching assignments are established by the director of the Department of Music.
- It is current MGSA practice that teaching loads vary according to faculty’s level of scholarly and creative output.
- Assignment of studio instructors is determined largely by the area head in coordination with the area faculty and the Admissions and Recruitment Administrator. The department makes every effort to honor students’ requests for studio teachers. Appeals may be made to the director of the Department of Music. (See below for information about changing studio instructors.)
- See also section 3.4, above.

Section 4.5. Byrne Seminars and Additional Teaching Opportunities

The Byrne Seminar program offers full-time faculty the opportunity to teach a small section of first-year undergraduate students from across the university. The seminar format allows faculty to craft a course around a specialized, yet often “light” topic. The Byrne seminars meet once per week for the first ten weeks of the semester, and class meetings are 1 hour and 20 minutes each. Applications to teach a Byrne seminar may be submitted at <https://uaa.rutgers.edu/byrne-seminars/>. Payment by the Byrne Seminar program is made in the form of research funds at a standard pay scale. Byrne seminars do not replace normal teaching loads assigned by the department.

Additionally, faculty may apply to teach an interdisciplinary honors seminar for the Rutgers Honors College. See <https://honorscollege.rutgers.edu/teaching-interdisciplinary-honors-seminars> for details. Payment is generally made to the department so that a faculty member may be released from one course in the normal teaching load.

The Aresty Undergraduate Research Center allows faculty to work closely with undergraduate students on a research project over the course of an academic year. See <https://aresty.rutgers.edu/> for details.

Section 4.6. Summer Teaching Opportunities

Most courses in the Department of Music are not offered during the summer. At the discretion of the director of the Department of Music, summer courses may be offered, normally in musicology and music theory. Faculty on 10-month contracts are not obligated to teach during the summer. Faculty contracted to teach summer courses are paid in addition to their normal salary. Pay rates are determined by the administration of the Summer Session. See <https://summersession.rutgers.edu/facstaff/faculty> for details.

Section 4.7. Enhancement and Evaluation of Teaching

The Rutgers Center for Teaching Assessment and Advancement Research (CTAAR) provides resources for faculty to improve and augment their teaching. The center offers regular workshops on a variety of topics, and its expert staff members are often willing to meet one-on-one with faculty members to work through challenges and discuss opportunities for improvement of teaching. Visit <https://ctaar.rutgers.edu/> for information.

CTAAR also oversees Student Instructional Rating Surveys (SIRS), a student evaluation instrument. Information is at <https://ctaar.rutgers.edu/sirs/>.

As of 2019, a new system and procedure for student surveys, as well as faculty peer-review of teaching, have been announced by the university administration; the university will be implementing these new procedures in the coming months and years. The department administration will keep faculty apprised of these developments as necessary, but those wishing to have a preview may contact the CTAAR or attend one of its many workshops on these subjects.

Section 4.8. Mentorship in Teaching

While there is no formal mentorship program in the Department of Music at present, new faculty are encouraged to establish relationships with senior faculty to seek advice about teaching. More formal mentorship will be instituted in the near future.

Section 4.9. Textbooks

- Should faculty wish to order their course textbooks through the Rutgers Barnes & Noble bookstore, the following information may be helpful:
 - The Rutgers Barnes & Noble website is at www.rutgers.bncollege.com
 - The bookstore uses the “Faculty Enlight” platform, which allows faculty to explore and leave feedback on textbooks:
<https://www.facultyenlight.com/?storeNbr=660>
 - For specific orders or other questions, write to
TM660@bnbc.onmicrosoft.com
- Faculty may also give students the option of ordering textbooks on their own, since they may be able to find the materials less expensively.
- Faculty are encouraged to bear textbook costs in mind when creating courses. Advice about textbook affordability can be found here:
<https://www.libraries.rutgers.edu/textbook-affordability-for-students>. Note especially the university’s effort to increase the use of open-access textbooks through its OAT (Open and Affordable Textbook) program. Faculty who wish to create open-access materials for their courses are encouraged to apply for an OAT grant from the Rutgers University Libraries, which provides \$1,000 in research funds to the award recipients. Additionally, in many cases, Barnes & Noble allows students to rent their textbooks, which reduces costs to students.

Section 4.10. Emergencies/Cancellations

In the event of a university-wide closure or cancellation of classes, whether for adverse weather or any other reasons, all department classes and events are cancelled. The status of the university may be seen at <https://newbrunswick.rutgers.edu/status>.

Decisions about concerts in adverse weather conditions are governed by the policies of the Mason Gross Box Office in accordance with a policy that is updated annually and provided to the director of the Department of Music at the start of the academic year.

Section 4.11. Policies Governing Applied Major Lessons

- Each student registered for applied major lessons is to receive twelve (12) hour-long lessons (720 minutes total) spread evenly over the course of the semester. At the graduate level, if both the teacher and the student agree, these may be

condensed into 90-minute lessons, as long as the total number of minutes of lessons in the semester is 720.

- If a faculty member needs to cancel a lesson due to illness or other emergency, the lesson time must be made up later in the same semester. A faculty member who will miss a lesson due to a professional obligation must complete the Short-Term Leave of Absence Form and follow the procedure outlined in it (see section 3.10). (If the faculty member simply needs to reschedule one lesson, there is no need to submit the Short-Term Leave of Absence form, but if rescheduling is common, it needs to be reported.) If a student cancels a lesson, the teacher should make every effort to make up the missed time. More than one unexcused student cancellation will result in a failing grade. If the university closes due to weather or other emergency, the teacher and student should make every effort to make up the missed time.
- Lessons must be given on campus. Faculty who will be traveling due to professional obligations and need to give an occasional lesson remotely (for example, through WebEx) may apply to the director of the Department of Music for permission.
- Lessons are private—that is, they involve one teacher and one student. At the student’s request, the lesson may involve a chamber group preparing for performance, as long as the focus is on the individual student’s work. Group lessons, if any, should be in addition to the required number of private lessons per semester and announced ahead of time on the syllabus. Lessons may be observed by another student or prospective student, with the permission of both the instructor and the student enrolled in lessons.
- Students are not permitted to take lessons with anyone other than their regular studio instructor without the knowledge and permission of their regular studio instructor. Faculty are not permitted to pressure students to join a studio other than the one to which they were assigned.
- In the course of studio instruction, physical contact with students is sometimes warranted, for example, to demonstrate proper technique or comportment. Instructors should ensure that students are aware of this in advance and should make every effort to ascertain students’ comfort level and obtain consent before physical contact occurs. A statement on the syllabus is strongly encouraged; for example:
 - “In the course of studio instruction, physical contact with students is sometimes warranted, for example to demonstrate proper technique or comportment. Students who have concerns about this aspect of instruction are encouraged to speak to their professor, if possible. Failing that, the student should contact the Dean of Students for guidance.”
- The Department of Music does not allow registration for applied major lessons beyond the requirements for the degree.

- The Department of Music does not allow registration for two applied major lessons simultaneously unless such registration is required for the student's program.
- Applied major lessons for undergraduate and graduate music majors must be given by faculty. Applied major lessons may not be given by graduate students.
- A syllabus is required for all courses, including applied major lessons. A copy of the syllabus must be made available to students in the first week of the semester, and also submitted to the Assistant to the Director of the Department of Music in the first week of the semester. The syllabus should clearly outline the learning goals and expectations of the course, as well as clear criteria for grading. Issues such as the role of attendance in the final course grade and the use of technology in the classroom (for example, use of phones, recording devices, etc.) are at the discretion of the instructor, as long as they adhere to university policies. (Sample materials, including sample learning outcomes and grading rubrics, are available at <http://www.masongross.rutgers.edu/content/how-propose-new-course> and at <https://ctaar.rutgers.edu/teaching/syllabus/>).
- If there is a problem with scheduling, grading, or any other issue regarding lessons, the student should first attempt to address the issue with the teacher if possible. Failing that, the student should approach the following individuals for help, in this order: the area head, the graduate or undergraduate advisor, the associate director, the director, and then the dean of students, until the problem is resolved.
- Students who have reason to change studio instructors should speak to the Area Head first, if possible. Final determinations about changes to a student's studio instructor are made by the director.

Section 4.12. Teaching Non-Rutgers Lessons on Campus

In keeping with university policy, Department of Music faculty cannot profit from use of state facilities. This means that lessons may not be given for profit on the Rutgers premises. (See policies below regarding scheduling and fees for lessons for prospective students). Faculty who wish to teach for Rutgers Community Arts must establish a formal contract with that division.

Section 4.13. Policies Governing Credit-based Chamber Music

- In order to register for chamber music ensembles, students must fill out the form provided by the coordinator of chamber music at the beginning of each semester. Faculty assigned to chamber coaching as part of their teaching loads are then assigned to particular ensembles by the coordinator of chamber music.

- Each chamber group meets 10 hours per semester, and each is required to perform publicly once per semester. At least three chamber coachings must be completed by the midpoint of the semester.
- Faculty are required to log their coaching hours and time and location of the public performance(s) in the online spreadsheet established by the coordinator of chamber music at the beginning of each semester. A link to the spreadsheet is distributed at the beginning of each semester by e-mail.
- A syllabus is required for all courses, including chamber groups. Normally, the coordinator of chamber music supplies a model syllabus for all sections, and that model should be adapted by the individual coach. A copy of the syllabus must be made available to students in the first week of the semester, and also submitted to the Assistant to the Director of the Department of Music in the first week of the semester. The syllabus should clearly outline the learning goals and expectations of the course, as well as clear criteria for grading. Issues such as the role of attendance in the final course grade and the use of technology in the classroom (for example, use of phones, recording devices, etc.) are at the discretion of the instructor, as long as they adhere to university policies. (Sample materials, including sample learning outcomes and grading rubrics, are available at <http://www.masongross.rutgers.edu/content/how-propose-new-course> and at <https://ctaar.rutgers.edu/teaching/syllabus/>).

Section 4.14. Policies Governing Academic Courses

1. Classroom-based courses (i.e. courses other than lessons, chamber groups, and large ensembles) meet for the full 14 weeks of the semester.
2. Classes must meet at the time and place appointed by the department and listed in the university scheduling system.
3. Field trips and off-campus events must be reported to the director of the Department of Music, and the liability waiver forms provided by the Mason Gross Dean's Office must be completed and filed with the Assistant to the Director of the Department of Music.
4. A faculty member who will miss class due to a professional obligation must complete the Short-Term Leave of Absence Form and follow the procedure outlined in it (see section 3.10).
5. A syllabus is required for all courses. A copy of the syllabus must be made available to students in the first week of the semester, and also submitted to the Assistant to the Director of the Department of Music in the first week of the semester. The syllabus should clearly outline the learning goals and expectations of the course, as well as clear criteria for grading. Issues such as the role of attendance in the final course grade and the use of technology in the classroom (for example, use of phones, recording devices, etc.) are at the discretion of the

instructor, as long as they adhere to university policies. (Sample materials, including sample learning outcomes and grading rubrics, are available at <http://www.masongross.rutgers.edu/content/how-propose-new-course> and at <https://ctaar.rutgers.edu/teaching/syllabus/>).

6. Feedback on tests and other written work must be given in a timely manner. Normally, short homework assignments, tests, and quizzes should be returned within one week, and longer papers and exams within two weeks.
7. Administration of final exams (including restrictions on exams given in the last two weeks of the semester) is governed by the university Final Exam Policy: <https://scheduling.rutgers.edu/scheduling/exam-scheduling/final-exam-policies>. Final exam schedules may be found at <https://finalexams.rutgers.edu/>.
8. Guidelines regarding absences can be found in the university's policy 10.2.7, "Course Attendance," at <https://policies.rutgers.edu/view-policies/academic-%E2%80%93-section-10#1>.
9. Absences due to religious holidays are governed by the university Religious Holiday Policy: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>.
10. If there is a problem with scheduling, grading, or any other issue related to classroom-based courses, the student should first attempt to address the issue with the teacher, if possible. Failing that, the student should approach the following individuals for help, in this order: the area head, the graduate or undergraduate advisor, the associate director, the director, and then the dean of students, until the problem is resolved.

Section 4.15. Policies Governing Large Instrumental Ensembles

- In keeping with Mason Gross policy, a syllabus is required for all courses, including ensembles. A copy of the syllabus must be made available to students in the first week of the semester, and also submitted to the Assistant to the Director of the Department of Music in the first week of the semester. The syllabus should clearly outline the learning goals and expectations of the course, as well as clear criteria for grading. Issues such as the role of attendance in the final course grade and the use of technology in the classroom (for example, use of phones, recording devices, etc.) are at the discretion of the instructor, as long as they adhere to university policies. (Sample materials, including sample learning outcomes and grading rubrics, are available at <http://www.masongross.rutgers.edu/content/how-propose-new-course> and at <https://ctaar.rutgers.edu/teaching/syllabus/>).
- Scheduled meeting times are noted in the syllabus as reflected in the university's Schedule of Classes. Extra rehearsals may not be added beyond those listed on the syllabus at the beginning of the semester.

- Under most circumstances, rehearsals take place during regular class times. During the week just prior to a concert, one dress rehearsal (up to three hours) or extensions on two regularly-scheduled rehearsals may take place outside class time; they must be listed on the syllabus at the beginning of the semester and may not conflict with regularly scheduled classes. Rehearsals for operas or for special collaborations may take place outside regular class time; these also must be listed on the syllabus and may not conflict with regularly scheduled classes. Normal rehearsals may not extend beyond the time allotted in the university's Schedule of Classes.
- Each ensemble director determines the schedule of breaks for that ensemble. Breaks are determined by educational needs as well as the health and welfare of the students. Directors will remain cognizant of the need to help students avoid injury from over-playing.
- Students who experience a documented medical emergency or other emergency situation will be excused from rehearsal/performance as mandated by the situation, but may be required to make up the missed work in a subsequent semester. Students with a medical condition that prevents them from playing but who are able to attend rehearsals are required to do so. In the absence of a documented emergency, students are required to participate in all rehearsals and concerts.
- Students seeking an excused absence on the basis of exceptional professional opportunity should consult the ensemble's leave policy and complete the required form included in the syllabus.
- Students who obtain permission to take a leave for an exceptional professional opportunity are required to arrange an acceptable substitute approved by the director, as stipulated on the leave application form. Students who experience a medical emergency should inform the ensemble director and arrange an acceptable substitute if possible. Students may ask one another to substitute for them; this practice is especially common in Symphony Band, Symphonic Winds, and Sinfonia. In any case, students may not be required to pay for substitutes. Under normal circumstances, if a paid substitute is needed, that payment will come from the ensemble's regular operating budget.
- Students may only be required to perform in the ensembles designated for their curriculum. They may play in extra ensembles if they wish, and if they audition successfully, but they may not be pressured to do so.
- Requests for exceptions to these policies may be approved at the discretion of the director of the Department of Music.

Section 4.16. Large Instrumental Ensemble Audition Procedures and Placement

The audition and ensemble-placement processes serve two purposes:

1. to simulate a professional audition experience akin to what students might encounter in their future careers as performers; and
2. to ensure appropriate educational opportunities for students in ensembles across the department.

Every effort is made to maintain a blind and objective audition process (see the steps outlined below). Ensemble placement is based primarily on this blind process, with adjustments made as needed based on the educational needs of individual students and the overall needs of the ensembles.

The following guidelines ensure that the audition process will be as objective as possible:

- The Ensemble Manager of the Music Department is tasked with setting and implementing organizational aspects of auditions, including scheduling, room reservations, finding proctors, and checking studio lists to ensure that all students are signed up for an audition. Every effort will be made to schedule all auditions for a given instrument together.
- In general, string auditions take place once per year, at the start of the fall semester, and wind and brass auditions take place twice per year, at the start of the fall and spring semesters. In keeping with department policy, all students enrolled in lessons must also participate in a large ensemble. String, brass, and wind students must participate in the ensemble audition process outlined below. The percussion area runs an independent audition process and works with ensemble directors on placement. (Students enrolled in voice lessons participate in choral and opera auditions as required by their program.)
- Non-majors who wish to audition for RSO or RWE go through the process outlined above. Non-majors who wish to audition for Sinfonia, Symphony Band, or Concert Band go through a separate process.
- Ensemble directors, performance area heads, and studio instructors should all be involved in setting audition requirements. Area heads contact the ensemble directors for semester repertoire, then work with studio faculty to assemble excerpts. Ensemble directors deliver the required excerpts to the Ensemble Manager according to a predetermined schedule. The final determination about audition requirements rests with the ensemble directors.
- The audition repertoire consists of a combination of standard orchestra, band, or wind ensemble excerpts (i.e. excerpts that are frequently included in professional auditions) and excerpts of music to be performed in the upcoming cycles.

- The total amount of repertoire to be learned for auditions should amount to roughly 15 minutes of music. The audition panel selects approximately 7–8 minutes of music to hear; the precise portions of the excerpts are not communicated to students in advance. Sight reading may be included in the preliminary-round audition.
- The audition panel consists of at least three people, representing a combination of ensemble directors, the area head of the performance area in question, and additional faculty in that area. Schedule permitting, every effort will be made to include studio instructors for the given instrument on the panel.
- For both preliminary and callback auditions, the members of the audition panel complete a rubric evaluating each student. The scores are averaged by the Ensemble Manager; for students who play a callback audition, the scores for both rounds are taken into account in final placement decisions. Scores are kept confidential, but comments will be made available upon request.

The ensemble directors and area heads meet to review the audition rubrics and scores, and to assign parts for the upcoming cycle. The results of the blind auditions are weighed most heavily in this process, but adjustments may be made based on the educational needs of individual students and the needs of the ensembles as a whole. Area heads are responsible for representing the opinions and advice of studio instructors in this process.

Section 4.17. Policies Governing Large Vocal Ensembles and Opera

- In keeping with Mason Gross policy, a syllabus is required for all courses, including ensembles. A copy of the syllabus must be made available to students in the first week of the semester, and also submitted to the Assistant to the Director of the Department of Music in the first week of the semester. The syllabus should clearly outline the learning goals and expectations of the course, as well as clear criteria for grading. Issues such as the role of attendance in the final course grade and the use of technology in the classroom (for example, use of phones, recording devices, etc.) are at the discretion of the instructor, as long as they adhere to university policies. (Sample materials, including sample learning outcomes and grading rubrics, are available at <http://www.masongross.rutgers.edu/content/how-propose-new-course> and at <https://ctaar.rutgers.edu/teaching/syllabus/>).
- Scheduled meeting times are noted in the syllabus as reflected in the university's Schedule of Classes. Normally, extra rehearsals may not be added beyond those listed on the syllabus at the beginning of the semester. In instances in which

ensemble directors are asked to add a concert (e.g. for a university event) after the syllabus has been distributed, students are asked to check their schedules immediately and confirm with the director whether or not they will be able to participate. In such instances, extra rehearsals may be added.

- Under most circumstances, rehearsals take place during regular class times. During the week just prior to a concert, a reasonable number of extra rehearsals may take place outside class time; they must be listed on the syllabus at the beginning of the semester and may not conflict with regularly scheduled classes in the Department of Music. Normal rehearsals may not extend beyond the time allotted in the university's Schedule of Classes.
- Rehearsals for the mainstage opera and for special projects may take place outside regular class time; these also must be listed on the syllabus and may not conflict with regularly scheduled classes in the Department of Music. In keeping with long-standing practice in the Department of Music, as well as professional standards in the field, the mainstage opera requires rehearsals during the university's winter break as well as intensive, normally daily rehearsals at the beginning of the spring semester. Those extra rehearsals do not run longer than six hours per day.
- In the event that a special project or extra rehearsal conflicts with a student's regular class, students should follow the procedure for reporting the conflict to both the ensemble director and the instructor of the class in question. The director of the Department of Music should also be notified. If the student's work in the class will be negatively affected, the student and/or the instructor of the class may refuse the excused absence.
- Each ensemble director determines the schedule of breaks for that ensemble. Breaks are determined by educational needs as well as the health and welfare of the students. Directors will remain cognizant of the need to help students avoid injury from over-rehearsal.
- Students who experience a documented medical emergency or other emergency situation will be excused from rehearsal/performance as mandated by the situation, but may be required to make up the missed work on a schedule arranged with the ensemble director. Students with a medical condition that prevents them from singing but who are able to attend rehearsals are required to do so. In the absence of a documented emergency, students are required to participate in all rehearsals and concerts.
- Students who anticipate scheduling conflicts must follow the procedure outlined in the course syllabus to notify the ensemble director. Absences are excused at the discretion of the ensemble director.
- Students may only be required to perform in the ensembles designated for their curriculum. They may sing in extra ensembles if they wish, and if they audition successfully, but they may not be pressured to do so.

- Requests for exceptions to these policies may be approved at the discretion of the director of the Department of Music.

Section 4.18. Large Vocal Ensemble and Opera Audition Procedures and Placement

- Opera auditions: Opera repertoire for each year will be announced during the summer. Auditions for solo roles will be held during the second week of the semester, usually on a Tuesday evening during or just adjacent to the Opera Workshop class time. Ideally students should prepare an aria or section of an aria from the operas announced. If this is not possible, they should prepare an aria or art song that reflects the style and language of the operas selected. An accompanist is provided, but auditioning students may bring their own accompanists if they wish. The results are announced as soon as possible after the auditions.
- Choral auditions: All choral ensembles are open to all students at Rutgers University. Auditions take place during the first week of classes; students sign up for an audition time through the department's online audition platform. Students auditioning are considered for the choral program as a whole. Students will be placed in a choir based on their performance in the audition. The audition itself usually takes about 6 or 7 minutes. Students are not required to bring prepared material to the choral auditions. They will be asked to sing a few easy exercises to help the directors determine their voice part. A brief pitch-matching exercise will be given and they will be asked to sing "Happy Birthday." Directors of all four vocal ensembles at Mason Gross attend the auditions, so students only need to sing once.

Section 4.19. Reading Days

One or two Reading Days are designated on the [University Calendar](#) each semester. Reading Days immediately follow the final day of class and precede the first day of exams. Faculty may not schedule classes, exams, recitals, or presentations during Reading Days. Faculty may hold optional review sessions, and written papers may be due on Reading Days.

Section 4.20. Final Examinations

Administration of final exams (including restrictions on exams given in the last two weeks of the semester) is governed by the university Final Exam Policy: <https://scheduling.rutgers.edu/scheduling/exam-scheduling/final-exam-policies>. Final exam schedules may be found at <https://finalexams.rutgers.edu/>.

During the last two weeks of the class period, tests of more than 30 minutes duration may not be given except where a course gives more than one hour test AND a final exam. If there is no final examination in a course, the last hour test must be given earlier than the 13th week or at the hour scheduled for the final examination. This rule means a final exam cannot be disguised as an hourly exam and slipped into the last two weeks of classes.

Recitals may not be held during the Final Examination period.

Section 4.21. Students and Faculty with Disabilities

As noted on the web site of the Office of Disability Services, “Federal legislation mandates that the University provide reasonable accommodations that afford equal opportunity for all students. Achieving reasonable accommodations for students with disabilities involves shared responsibility among the students, faculty, and staff.” Students who have a documented disability are entitled by law to reasonable accommodations. Faculty should visit <https://ods.rutgers.edu/faculty/faculty-support> to learn how to support students with disabilities. Problems or concerns should be discussed with the director of the Department of Music and with the Office of Disability Services.

The Office of Academic and Labor Relations notes that “The Americans with Disabilities Act and the New Jersey Law Against Discrimination prohibit discrimination on the basis of disability in employment and require that employers provide reasonable accommodations to qualified employees with disabilities, unless doing so would cause undue hardship.” Procedures for requesting accommodations for disabilities are at <https://academiclaborrelations.rutgers.edu/disability-accommodation-request-process-faculty>.

Section 4.22. Academic Integrity

Faculty are required to uphold the academic standards of Rutgers University. Major violations of academic integrity must be reported to the Office of Academic Integrity. Academic integrity materials designed for instructors are available here: <http://academicintegrity.rutgers.edu/resources-for-instructors/>

Faculty who need to report an academic integrity issue can access this step-by-step guide: https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/Complaint_to_Sanction.pdf

Faculty are encouraged to include a statement about academic integrity on their syllabus. The statement below, adapted from <https://ctaar.rutgers.edu/teaching/syllabus/>, is provided as an example:

Our class will adhere to the [RU Academic Integrity Policy](#). Please read these policies as you are responsible for understanding your rights and responsibilities. Cheating will not be tolerated in this course. For all examinations and assignments, you will be required to sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” For all written assignments, I will screen your work through an automated plagiarism detection service that compares your work against a large database of past work. It is your responsibility to seek explanations concerning issues of academic honesty, including the proper attribution and quotation of source material from journals and the Internet. Plagiarism (using another person’s words and ideas, whether verbatim or in paraphrased form, without proper citation) may result in a failing grade on an assignment and for the course. This applies to material gathered on the Internet as well as print material and class discussion. All work must be appropriately cited. In addition using the same work for two or more courses is a violation of the university policies. You may not use work turned in or being prepared for another course for credit in this course. It is possible to work on a project jointly between classes or to extend a project started in a past semester. However, you must first discuss the project with the instructor of all classes involved, provide copies of the past work, share your plan for your joint project, and obtain permission. The only acceptable approach is to inform and ask beforehand.

Section 4.23. Turn-It-In

All Rutgers learning management systems are integrated with Turn-it-in, a software application that screens for plagiarism. See <https://tlt.rutgers.edu/instructional-technology-tools/turnitin> for information on this software and its uses.

Faculty who use Turn-it-in are advised to include a statement to that effect in their syllabus. See <https://canvas.rutgers.edu/documentation/external-apps/turnitin-recommended-syllabus-statement/> for a sample statement and procedures for students who do not consent to the use of this software.

Section 4.24. Faculty Members' Role in the Admissions Process

- Performance faculty are expected to recruit actively for their studios. In addition to offering master classes or clinics at local high schools, such faculty are encouraged to attend area recruitment days and provide sample lessons to prospective students. Full-time faculty, who are expected to provide service to the department as part of their regular employment, are not paid for sample lessons. Part-time faculty who offer sample lessons must complete a form to receive payment from the Dean's office at a fixed rate. The form may be obtained by contacting Ximena Dilizia (xdilizia@mgsa.rutgers.edu).
- Full- and part-time faculty in performance are expected to attend graduate and undergraduate audition days and participate in evaluating and ranking applicants.
- Area heads must attend the Admissions Committee meeting devoted to their particular area, and they must represent the opinions of their colleagues in that area regarding admissions and scholarships.
- Faculty in the music education area must participate in audition days to conduct interviews to determine eligibility for the undergraduate music education program.
- Composition faculty are expected to attend graduate and undergraduate admission days to conduct interviews and evaluate samples of applicants' work.
- All faculty are strongly encouraged to attend the brunch/information sessions on Saturday audition days.
- Faculty should bear in mind that they are not allowed to make direct offers of admission, financial aid, or scholarship to students. The Admissions Committee makes a formal decision and conveys it to the Admissions Offices of the Mason Gross School of the Arts and the Admissions Office of Rutgers University. Students must await formal notification from the department or from the university admissions office.

Section 4.25. Evaluation of Student Progress, Juries, Recitals, and Examinations

At various points in the undergraduate and graduate programs, assessments of progress and achievement are required. These include, but are not limited to:

- Performance juries
- Degree recitals
- MEAR (Music Education Advisory Review) evaluations
- MM and DMA written comprehensive exams
- DMA oral exams
- MA comprehensive exams and portfolios

- PhD qualifying exams

Faculty are expected to create these assessments as necessary, and to participate in the evaluation of these assessments as required by their area and at the request of the relevant area heads.

Section 4.26. Student Privacy Rights

Student privacy rights are guaranteed under the federal law known as FERPA (Family Educational Rights and Privacy Act). The university's Office of Ethics and Compliance oversees adherence to this law. The university's statement on this law is at http://catalogs.rutgers.edu/generated/mgsa_current/pg69.html. Faculty are responsible for familiarizing themselves with this law in order to ensure compliance.

Part 5: Resources for Faculty Professional Development and Assistance

Section 5.1. Sabbaticals

Faculty wishing to apply for sabbatical must contact the director of the Department of Music directly for the annual application. Sabbatical applications are then reviewed and approved by the Dean. Semester sabbaticals typically come with 100% pay, while year-long sabbaticals are at 80% pay. Although faculty are entitled to sabbaticals at certain milestones in their career, applications must be completed and approved, typically in the previous school year. Current-year application forms and policy documents are available here: <https://academiclaborrelations.rutgers.edu/resources>

Section 5.2. Sources of Funding for Faculty Professional Development

The Office of Research and Sponsored programs (<https://orsp.rutgers.edu/>) manages grants and other research-focused funding for faculty and graduate students. Faculty can choose to register for funding-related e-newsletters. Internal and external grants are managed through this office and a list of funding opportunities is available here: <https://researchportal.rutgers.edu/find-funding>. Some grants may also be processed through the Mason Gross Dean's Office; the associate dean for advancement, Linda Christian (lchristian@mgsa.rutgers.edu) can provide more information.

The RU Libraries subscribe to GrantForward, a database of grants for research and programs. Grants may be sorted and filtered in order to find grant opportunities with the best fit. See <https://www.libraries.rutgers.edu/indexes/grantforward>.

The Rutgers Research Council provides small research grants and book publishing subventions for faculty through spring and fall application cycles each year. More information can be found here: <https://researchportal.rutgers.edu/researchcouncil>

Section 5.3. Institutional Review Board

The Rutgers IRB is managed by the Office of Research Regulatory Affairs: <https://orra.rutgers.edu/pickirb> All [Human Subjects Research](#) must be cleared through the IRB office. Rutgers IRB applications and forms are handled electronically through the eIRB website: <https://orra.rutgers.edu/eirb>

Part 6: Facilities

Section 6.1. Facilities, Access, and Procedures for Usage

The following description of Music Department facilities comes from the 2018-19 Graduate Handbook:

6.1.1. Marryott Music Building

Marryott Music Building (MMB) is the principal building of the Department of Music. Facilities within Marryott include:

- Schare Recital Hall: The department's primary recital venue on campus. The intimate space is on the second floor of the Marryott Music Building and seats approximately 100.
- Classrooms on the first and second floors
- Practice Rooms on the basement floor, including four rooms reserved for piano majors
- Department Front Office: Primary site to obtain keys, forms, concert programs, lost and found, etc.
- Faculty Mailboxes across the hall from the Front Office
- Student Mailboxes on the basement level of the building
- Graduate Advisor Office: Room 205
- Undergraduate Advisor Office: Room 113

- Offices of the Director (Rooms 104–105) and the Associate Director (Room 114)
- Admissions, Department Financial Aid Office: Room 117

6.1.2. Mortensen Hall

Completed in 2013, Mortensen Hall is the newest Department of Music building. Located between Marryott and Nicholas Music Center, it features:

- Shindell Choral Hall: This 3,100-square-foot choral hall opening upward over two stories provides a modern rehearsal facility for vocal ensembles of Mason Gross and serves as an additional recital venue.
- Technology and Recording Studio: Located in the basement of Mortensen, the technology studio is a recording and engineering facility.
- Practice rooms in the basement floor

6.1.3. Nicholas Music Center

The largest concert hall of the Department of Music is a 704-seat open-stage theater. It is used for large-ensemble performances and rehearsals as well as guest artists, competitions, lectures, and multidisciplinary performances.

6.1.4. Rehearsal Hall

Additional rehearsal and classroom facility connected to Nicholas. Room 104 is used regularly for large ensemble rehearsals.

6.1.5. Music Annex

Located between Nicholas and Marryott, the Music Annex has more than 20 additional practice rooms, including jazz combo rooms on the lower level.

6.1.6. Art History Building and Walters Hall

These two connected buildings contain several music faculty studios and classrooms that are used for music courses.

6.1.7. Performing Arts Library

The Blanche and Irving Laurie Music Library, located in the Mabel Smith Douglass Library and within easy walking distance of all Department of Music buildings, is a fully-integrated unit of the Rutgers University

Libraries. It contains over 31,000 books, 46,000 scores, and 40,000 recordings, as well as an extensive spoken-word collection. The Media Center archives more than 22,000 recordings and has playback facilities for a variety of media formats. The Performing Arts Seminar Room provides a modern teaching environment for seminars and classes with up to 22 students and contains quality playback equipment as well a piano. Also in the Douglass Library is the Fordham Multimedia Lab Classroom, equipped with computers with hardware and software for music production.

The library's holdings and resources can be accessed and searched through the Rutgers University Libraries website:

<https://www.libraries.rutgers.edu/>

6.1.8. Graduate Music House

Primarily used for faculty offices, this building also contains the early keyboard instrument room. Access to this room is by permission only.

6.1.9. Voorhees Chapel

A Georgian Colonial chapel in the Christopher Wren tradition founded in 1925 and made possible by a gift from Elizabeth Rodman Voorhees, this building is used for college ceremonies, student assemblies, weddings and religious services, musical concerts, and other programs by artists, scholars, and speakers. It features one of the few German Schuke pipe organs in the country, installed in 1976 and recently renovated.

6.1.10. Kirkpatrick Chapel

Located on the College Avenue campus near downtown New Brunswick, Kirkpatrick Chapel is an additional performance venue and is especially used for organ and choral events.

6.1.11. Ticket Office

Located on Bettenbender Plaza, this is where students can obtain free or reduced-cost tickets.

6.1.12. Rutgers Community Arts

The office of Rutgers Community Arts is located in Rehearsal Hall 101, adjacent to the Ticket Office.

6.1.13. Christ Church

The Music Department's organ students use the historic instrument in this church in downtown New Brunswick.

6.1.14. New Brunswick Performing Arts Center

Due to open in downtown New Brunswick in fall, 2019, the NBPAC will feature spaces for opera, large-ensemble concerts, and recitals.

6.1.15. 44 Road 3 (storage for Marching Band)

Section 6.2. Reporting Problems with Facilities

To report problems with a classroom, contact Kevin Viscariello (kevinv@mgsa.rutgers.edu) or go to <https://ipo.rutgers.edu/facilities>

Section 6.3. Administrative Offices of the Department of Music

The administrative offices of the Department of Music are as follows:

- Front Office: MMB 102
- Office of the Director: MMB 104/105
- Office of the Associate Director: MMB 114
- Office of the Undergraduate Advisor: MMB 113
- Office of the Graduate Advisor: MMB 20
- Business Office/Special Events: MMB 110
- Admissions Office: MMB 117
- Office of the Assistant to the Director: MMB 116
- Piano Shop: NMC 030
- Marching Band Office: Lucy Stone Hall, Livingston Campus (oversight is the responsibility of the Athletic Department)
- The Recording Studio, housed in Mortensen Hall 025b, 026, is overseen by Steven Kemper. Use of the recording studio should be arranged through the department business manager, Patty Mancuso (pmancuso@mgsa.rutgers.edu).

Section 6.4. Building Access and Keys

- The buildings of the Department of Music have the following hours:
 - Monday to Saturday: 7:30am–10:00pm, with swipe-card access from 6:00am–1:00am
 - Sunday: 11:00am–6:00pm, with swipe access from 10:00am–1:00am
- Building hours for school breaks and holidays will be announced via email.
- Keys may be obtained by current Music Department personnel through the Front Office manager. For long-term access (maximum one semester), a signature on a contract is required, and keys must be returned by the due date stipulated in the contract. Short-term access may be granted through the following steps:

- Reserve the room via <https://artspace.rutgers.edu/>)
- Check out the key in the Front Office
- Return the key to the Front Office or in the drop-box on the door of Kevin Viscariello's office (MMB 110)

Studio and office keys open both Schare Recital Hall and the mailroom on the first floor of MMB.

Keys to a recital venue (Schare Recital Hall, Shindell Choral Hall, Rehearsal Hall 104) must be obtained from the MMB Front Office 24 hours before the recital time. Please note that the office is not open on weekends. Once the recital is complete, and the venue is locked, the student must return the key immediately, or as soon as the office is open. It is each student's responsibility to check room set-up at least a half-hour before the recital and to return the room to its original state upon completion of the recital. No items should be placed on the piano before, during, or after a recital. The student must leave the room in usable condition; this includes returning borrowed instruments or stands, clearing the stage, picking up extra programs, and removing any posted signs. A custodial fee may be imposed if the room is not left in appropriate condition.

Section 6.5. Maintenance and Custodial Services

In general, custodians are on site from 5:00 a.m.–1:00 p.m., Monday–Friday. For special events, custodial services must be arranged in advance for a fee by contacting Kevin Viscariello (kevinv@mgsa.rutgers.edu).

Section 6.6. Scheduling Policy

Space may be reserved through Art Space (<https://artspace.rutgers.edu>) or through Kevin Viscariello (kevinv@mgsa.rutgers.edu). Please see below for information about scheduling of concerts, student recitals, and other events.

Section 6.7. Piano Maintenance and Tuning

Pianos and other keyboard instruments are maintained on a regular schedule. Piano tunings are scheduled on the day of concerts whenever possible. Questions or requests for piano maintenance may be directed to Keyboard Technician David Miller (davetune@mgsa.rutgers.edu).

Section 6.8. Historical Keyboard Instruments

The Department of Music holds a number of historical keyboard instruments that may be used by faculty and students with permission from Rebecca Cypess (rebecca.cypess@rutgers.edu) or Dave Miller (davetune@mgsa.rutgers.edu). Use of the instruments is contingent on scheduling of curricular activities and on the availability of experienced or paid instrument movers and tuners. Fees for moving and tuning apply.

The historical keyboard instruments held by the Department are:

- 1 Fortepiano built by R. J. Regier (Viennese Action), housed in Graduate Music House
- 1 French Double-manual Harpsichord built by Robert Wilson, housed in Graduate Music House
- 1 Mersenne Harpsichord built by Willard Martin, housed in Bauer Room, Mortensen Hall
- 1 Portative Organ built by Taylor and Boody, housed in the Piano Shop
- 1 Clavichord built by John Challis, housed in Graduate Music House, on loan from the Department of Physics

Section 6.9. Non-keyboard Instrument Loans and Repair

Department-owned, non-keyboard instruments may be checked out to students through Ensemble Manager Sophia Ennocenti by writing to mgsainstruments@gmail.com. A memo about procedures is distributed at the start of each semester.

Repair of non-keyboard instruments is also arranged through the Ensemble Manager.

Section 6.10. Department of Music Photocopy Machines

The main departmental photocopy machine is located on the first floor of Marryott Music Building. Access codes are available from Front Office Manager Chris Delgado (cdelgado@mgsa.rutgers.edu). This machine should be used only for work-related purposes. Copy codes should not be shared with students. In an effort to be fiscally and environmentally responsible, faculty are asked to consider scanning rather than photocopying whenever possible. A second photocopy machine, used primarily for ensembles, is located on the second floor of Walters Hall.

Part 7: Concerts and Events

Section 7.1. Scheduling Concerts and Events

Concerts and other public events must be scheduled according to the deadline set by the director of the Department of Music (to comply with the deadline set by the Mason Gross Dean's Office) in the semester preceding the desired event. Public events may not be scheduled after the established deadline.

Large-ensemble concerts and select special events are the first to be set in the schedule. Smaller concerts and recitals may be scheduled after the larger concerts have been set. Student recitals may be scheduled next; non-degree recitals are the last events placed in the calendar (see the recital scheduling procedures in Section 7.2, below).

At the time that concerts and events are scheduled, the faculty member in charge must submit a title and description for inclusion in publicity materials.

Section 7.2. Student Recitals: Panels and Scheduling

Faculty members are responsible for assembling the panel for their students' recitals and for scheduling those recitals. Solo and chamber degree recitals require the attendance of two music faculty members: the primary applied lessons teacher and a member of the performance faculty appointed by the primary teacher in consultation with area coordinator (full or part-time/adjunct; preferably from the same discipline). Part time/adjunct academic (history, theory, composition) faculty may not serve on the evaluating committee.

The following outline of procedures for scheduling can also be found at <http://www.masongross.rutgers.edu/music/current-students>:

1. The faculty member reserves the desired venue via email or through <https://artspace.rutgers.edu/>.
 - For solo, chamber, joint, or composition recitals – the primary lesson instructor completes this step.
 - For lecture-recitals, the lecture-recital advisor completes this step
2. The student fills out the online form using the appropriate link below

Application for solo, chamber, joint, or composition recitals:

<https://airtable.com/shrnnInWBl9ZzYo7E>

Lecture-recital application form:

<https://airtable.com/shrkZwqEQZm7CYuql>

3. Front Office Manager Christopher Delgado (cdelgado@mgsa.rutgers.edu) will email the professors listed in the form. The faculty members must reply with a confirmation.
4. Publicity Specialist Jessalyn Traino (jessalyn.traino@rutgers.edu) will create programs and Christopher Delgado will send the completed program and parking info to the student and primary lesson instructor.

Departmental restrictions on the scheduling of recitals apply. Recitals may not be scheduled prior to the 3rd week of the fall semester or the 2nd week of the spring semester; after the last day of classes in either semester; during reading days, final exams, or when school is not in session for breaks.

Section 7.3. DMA lecture-recitals: Panels and Scheduling

As outlined in the Graduate Handbook The committee for the lecture-recital is composed of the lecture-recital advisor, the studio teacher, and an additional reader, usually a member of the academic faculty. This panel serves to evaluate both the written component of the project as well as the public presentation of the lecture-recital itself. In consultation with the student, the studio teacher seeks the third faculty member to serve on the committee. The Graduate Advisor may serve as a consultant to the process of forming the committee. At least one member of the committee must be a faculty member in School 16 (musicology, music theory, composition, or music education). The paper must be submitted to all three members of the student's lecture-recital evaluating committee a minimum of two weeks prior to their recital date.

Lecture-recital advisors are responsible for scheduling their advisees' lecture-recital presentations. As noted in the graduate handbook, the procedures are as follows:

1. The student works with Lecture-Recital Advisor (LRA) on the written document.
2. During the writing process or upon completion of a draft of the lecture-recital paper, the candidate (in consultation with the advisor) should seek out one other member of the faculty to serve as a "third reader," who should be a member of the academic faculty.

3. When the paper is completed, the student, LRA, applied teacher, and third reader agree on a time/date for the recital at least 4 weeks in advance.
4. The LRA reserves the hall with Kevin Viscariello (kevinv@mgsa.rutgers.edu), either through email or through artspace (<https://artspace.rutgers.edu/>).
5. The student completes the online application. This must be done at least 4 weeks prior to the date of the lecture-recital.
6. The student delivers the paper to the applied teacher and the third reader immediately after submitting the application.
7. The applied teacher and third reader may require changes made to the paper, to be communicated to the student at any point between the application submission and the date of the lecture-recital.
8. Student presents the lecture-recital.
9. Student submits the final version of the paper to the graduate advisor, signed by all three readers. This may happen before or after the lecture-recital.

Departmental restrictions on the scheduling of lecture-recitals apply. Recitals may not be scheduled prior to the 3rd week of the fall semester or the 2nd week of the spring semester; after the last day of classes in either semester; during reading days, final exams, or when school is not in session for breaks.

More information on the lecture-recital is available in the Graduate Handbook.

Section 7.4. Accompanist Services

Studio instructors are responsible for making arrangements for accompanists at the start of each semester. Karina Bruk (kbruk@mgsa.rutgers.edu) manages the accompaniment system via the form at <http://www.masongross.rutgers.edu/music/accompanist-request-form>. Faculty are responsible for requesting accompanist services.

Section 7.5. Mason Gross Presents Funding

The Mason Gross Dean's Office normally supplies funding to the department for select events of exceptional import or interest to students or the public. The director of the Department of Music sends out a call for applications during the spring semester for the following academic year. The director and associate director of the Department of Music evaluate the applications and fund the events that are most worthy and manageable within the allotted budget.

Section 7.6. Concert Programs

Faculty must submit program information for the concerts that they oversee according to a schedule of deadlines established by Publicity Specialist Jessalyn Traino, public relations and print material specialist (jessalyn.traino@rutgers.edu) at the start of each semester; these deadlines normally precede the concert by two weeks, but these dates may be moved up to account for semester breaks, holidays, etc. The information submitted by faculty must be complete, including all titles, composers with birth and death dates, performing personnel, program notes, biographies (no more than 150 words for Rutgers personnel and 200 words for guests), acknowledgments, etc. The programs are reset and copy edited, then printed by the department. Faculty who wish to see a proof of their concert programs prior to printing should request that at the time of submission of program information. Faculty who fail to meet the required deadlines forfeit their right to have a program produced by the Department. No additional materials may be distributed at concerts without the express permission of the Mason Gross Dean's Office.

Section 7.7. Concert Recording

All Music Department concerts are recorded and archived. Copies of recordings may be obtained through a request to Front Office Manager Chris Delgado (cdelgado@mgsa.rutgers.edu). These recordings are primarily for archival purposes and may not be of professional quality.

Part 8: Publicity, Marketing, and Outreach

Section 8.1 University Policies and Resources on Publicity and Marketing

- Links to universitywide communications such as Rutgers Today and Rutgers Magazine can be found at <https://communications.rutgers.edu/>
- When planning communications, marketing, or promotional piece or product, faculty should refer to the Rutgers Visual Identity System in order to maintain a consistent and coherent style. <https://communications.rutgers.edu/brand-policies/visual-identity/guidelines-using-rutgers-visual-identity-system>

Section 8.2 Mason Gross Policies on Publicity and Marketing

Faculty developing marketing strategies for Mason Gross events should consult with director of communications Laurie Granieri (lgranieri@mgsa.rutgers.edu).

Section 8.3 Department of Music Policies on Publicity and Marketing

Publicity for Department of Music events and initiatives is overseen by Jessalyn Traino (jessalyn.traino@rutgers.edu), public relations and print material specialist. She coordinates with faculty seeking to establish a presence for their programs on social media and serves as a liaison to the public relations personnel in the Mason Gross Dean's Office.

It is department policy that studio recitals are not promoted to the public.

Section 8.4. Mason Gross Website

The website for Mason Gross includes descriptions of degree programs and events in the Department of Music, as well as web pages for all faculty. Changes to existing pages must be routed through Jessalyn Traino (jessalyn.traino@rutgers.edu), public relations and print material specialist.

Section 8.5. Personal Websites

The university website policy is in place to help ensure that communications are in alignment with the university's missions and goals. However, personal pages and pages that are intended primarily for restricted, internal audiences are excluded from these requirements; see

<https://communications.rutgers.edu/brand-policies/university-web-policy>.

Faculty who maintain professional websites may link to those from the Mason Gross website.

Section 8.6. Social Media

Accounts currently managed by Mason Gross:

- Mason Gross Facebook: <https://www.facebook.com/MasonGrossSchool>
- Mason Gross Twitter: <https://twitter.com/masongross>
- Mason Gross Instagram: <https://www.instagram.com/mgsarutgers/>
- Mason Gross YouTube Channel:
<https://www.youtube.com/user/masongrossschool>
- Rutgers Community Arts Twitter: <https://twitter.com/MGEDatRutgers>
- Rutgers Community Arts Wordpress site:
<https://mgextensiondivision.wordpress.com/>

Account currently managed by the Department of Music:

- Music at Mason Gross Facebook:
<https://www.facebook.com/masongrossmusic/>

Accounts run by faculty on behalf of the Department of Music:

- Rutgers Pianists https://www.facebook.com/RutgersPianists/?ref=br_rs
- Rutgers Strings https://www.facebook.com/rutgersstrings/?ref=br_rs
- Rutgers University Percussion
https://www.facebook.com/RutgersUniversityPercussion/?ref=br_rs
- Rutgers Woodwinds https://www.facebook.com/RUWoodwinds/?ref=br_rs
- Rutgers Music Technology at Mason Gross- MTMG
https://www.facebook.com/MusicTechMasonGross/?ref=br_rs
- Mason Gross Brass https://www.facebook.com/MasonGrossBrass/?ref=br_rs
- Mason Gross School of the Arts Department of Organ at Rutgers University.
https://www.facebook.com/MGSAOrgan/?ref=br_rs
- Early Music at Rutgers <https://www.facebook.com/rutgersearlymusic/>

Ensembles

- RU Bacoustics Ensemble https://www.facebook.com/bacoustics/?ref=br_rs
- Rutgers University Voorhees Choir
https://www.facebook.com/voorheeschoir/?ref=br_rs
- Rutgers University Choir
https://www.facebook.com/runiversitychoir/?ref=br_rs
- Rutgers University Kirkpatrick Choir
https://www.facebook.com/KirkpatrickChoir/?ref=br_rs
- Rutgers University Glee Club
https://www.facebook.com/RutgersUniversityGleeClub/?ref=br_rs
- Rutgers University Brass Band https://www.facebook.com/Rutgers-University-Brass-Band-240456499344068/?eid=ARAVtXF7Ip-oxkw5H_JXeydSjHFpPzeWRudVvJlFMBPaSVPLKAlA7W3F6otIk-Pa3uF4yx9c9MaZOlsc

Section 8.7. Conduct on Personal Social Media Accounts

- Faculty, staff, and students should always be aware of how they identify and present themselves to the public via their own accounts as they may be seen as de facto Rutgers authorities.
- Faculty and staff should also be sure to follow all applicable university policies, including but not limited to those addressing student privacy, when conducting their own activities on social media.

Appendices

- [Mason Gross Bylaws](#)
- [Department of Music Bylaws](#)
- [Bylaws of the School of Graduate Studies Music Programs](#)
- [Graduate Catalog](#)
- [Undergraduate Catalog](#)
- [Graduate Student Handbook](#)
- [Undergraduate Student Handbook](#)
- [Forms for Payment of Outside Artists/Lecturers](#) - See especially:
 - Professional/Business Services Matrix (located under Sourcing)
 - Independent Contractor of Employee Determination (ICED) form (located under Sourcing)
 - Statement of Work (SOW) form (located under Contracting)
- [How to propose a new course](#)