

**MASON GROSS SCHOOL OF THE ARTS  
DEPARTMENT OF MUSIC  
BYLAWS**

(Ratified May 5, 1998)

(Amended: September 4, 2001; September 5, 2002; September 1, 2005; December 14, 2006; February 21, 2007;  
January 25, 2012; May 2, 2012; May 31, 2012; December 2, 2015; September 7, 2016; October 7, 2020)

(Revised April 28, 2021)

**PREAMBLE** These bylaws, prepared and adopted by the faculty of the Department of Music of Rutgers, The State University, are intended to govern the affairs of the department in accordance with the provisions set forth in the several articles that follow and with University Regulations and those of the Mason Gross School of the Arts.

In the event of any conflict or inconsistency between these bylaws and University Regulations or those of the Mason Gross School of the Arts, those of the university and the Mason Gross School of the Arts shall prevail.

**ARTICLE I Membership**

Section A Voting members of the Department of Music shall be all full-time faculty who occupy fifty percent or more of their position within the Mason Gross School of the Arts Department of Music, with one exception: faculty with voting privileges in another department or division in the university shall not be voting members of the Department of Music.

Section B The faculty and staff of the Department of Music shall be convened as a whole at least three times each academic semester. Faculty/staff meetings may be attended by the instructors, staff, and emeriti faculty of the department. An agenda shall be circulated by the director at least one week prior to the meeting. Any voting member of the department may request that any vote be conducted by secret ballot.

Section C The Department of Music shall be convened:

- a) by the director;
- b) by a majority of the voting members of the department Executive Committee; or
- c) at the written request of any five voting members of the department.

Section D A majority of the voting members shall constitute a quorum.

**ARTICLE II Structure and Governance**

Section A The Department of Music shall include six divisions of instruction: Academic Studies, Classical Instrumental Performance Studies, Classical Vocal Performance Studies, Conducting Studies, Jazz Performance Studies, and Music Education Studies. Any voting member of the Department of Music who teaches in a given division is eligible to serve as that division's chair. A ballot listing all faculty members eligible to be division chair shall be circulated by the director to all voting members of that division in order to elect the chair by simple majority; the director shall break ties. Division chairs shall serve three-year renewable terms. Faculty may not serve simultaneously as chair of two divisions. When faculty members' responsibilities span multiple divisions, they and the director shall together determine which division they represent when serving on any specific committee. Division chairs shall call at least one division meeting per year.

Section B Academic Studies includes three areas: musicology, music theory (including musicianship), and composition. Classical Instrumental Performance Studies includes five areas: keyboard, percussion, strings, brass, and woodwinds. Classical Vocal Performance Studies includes two

areas: studio voice and opera. Conducting Studies includes two areas: choral ensembles and orchestras/wind bands. The director will appoint the area heads in consultation with the area faculty. Area heads serve three-year renewable terms.

Section C Instructional activities within each division or area shall be undertaken in accordance with policies and procedures recommended by the faculty in that division or area and approved by the department Executive Committee or the Department of Music faculty as appropriate.

Section D The Department of Music shall maintain seven standing committees: the Executive Committee, the Admissions and Scholarship Committee, the School 07 Artistic Standing Committee, the Curriculum Committee, the Recruitment Committee, the School 08 Oversight Committee, and the Equity, Diversity, and Inclusion Committee. Their membership and duties are described in Article VII of these bylaws. Other committees may be appointed by the director on an *ad hoc* basis.

### **ARTICLE III Director of the Department of Music**

#### **Section A Appointment Procedure**

1. The director shall be appointed by the Dean of the Mason Gross School of the Arts for a term of three years. Eligible faculty candidates for the dean's consideration shall be nominated by the voting members of the department on a ballot to be circulated by the dean. The dean shall report the vote to the faculty. In the event that the dean does not accept the result of the ballot, the dean shall communicate the reason to the faculty.
2. The director shall be a tenured faculty member in the Department of Music.
3. In the event that the director position is vacated early and a three-year appointment cannot be immediately made, an Interim Director of the Department of Music may be appointed for the duration of the term by the Dean of the Mason Gross School of the Arts. The interim director shall be a tenured faculty member in the Mason Gross of School of the Arts. All portions of these bylaws that apply to the director, excluding those pertaining to appointment procedure, apply equally to the interim director.

#### **Section B Duties**

1. As provided in Mason Gross School of the Arts Bylaws, III.C.: "Under the direction of the dean, it shall be the duty of the...director to have general administrative responsibility for the programs of the department; to plan with members of the department ongoing improvements in the department's programs; to evaluate continuously the instructional, research, and administrative processes and to make appropriate recommendations to the dean for improvements; to assign courses and course loads in consultation with the faculty; to evaluate periodically members of the department and report evaluations as required; to recommend, in consultation with members of the department, appointments, promotions, non-reappointments, and dismissals in accordance with university policies and regulations; to appoint temporary, part-time, and limited term (annual appointments) faculty and full- and part-time staff, consulting with the faculty and dean as necessary; to see that adequate supervision, advice, and training are afforded new members of the department and other members who might profit thereby; to collect and maintain thorough written records of each member of the faculty's teaching, scholarship and creative accomplishments, and service, taking particular care to measure teaching effectiveness objectively and continuously by such means as peer reviews and student evaluations; and to promote the general effectiveness of the department, school and university by every appropriate means."
2. It is expected that the director will receive course relief during the term of appointment.

3. The director shall serve on the department Executive Committee, the Admissions and Scholarship Committee, the School 07 Artistic Standing Committee, and the Recruitment Committee, and may sit as a member on any of the department standing committees and *ad hoc* committees. The director shall appoint members of all department standing committees and *ad hoc* committees in accordance with the membership rules articulated in Article VII of these bylaws.
4. The director shall serve as chair of the department Executive Committee, the Admissions and Scholarship Committee, the School 07 Artistic Standing Committee, and the Recruitment Committee. The director shall appoint the chairs of the department Curriculum Committee, the Equity, Diversity, and Inclusion Committee, and all *ad hoc* committees in consultation with the faculty.
5. The director shall distribute a summary of non-confidential discussions of the department Executive Committee to the department faculty as a whole after each committee meeting.
6. The director shall preside at meetings of the department.
7. The director shall provide the faculty with a calendar of all department Executive Committee and full department meetings scheduled for each semester at the beginning of each semester.
8. The director shall represent the department on the Mason Gross School of the Arts Executive Committee.
9. The director shall represent the department at fundraising endeavors, when appropriate, and shall explore new avenues for further financial support.
10. The director shall maintain an up-to-date copy of these bylaws accessible at all times on the official website of the department.

#### **ARTICLE IV Associate Director of the Department of Music**

##### **Section A Appointment Procedure**

1. The associate director shall be appointed by the director, in consultation with the Department of Music Executive Committee and with the Dean of the Mason Gross School of the Arts. The associate director serves for a term of three years.
2. The associate director shall be a full-time faculty member in the Department of Music.
3. In the event that the associate director position is vacated early and a three-year appointment cannot be immediately made, an Interim Associate Director of the Department of Music may be appointed for the duration of the term by the director, in consultation with the Department of Music Executive Committee and with the Dean of the Mason Gross School of the Arts. The interim associate director shall be a full-time faculty member in the Department of Music. All portions of these bylaws that apply to the associate director, excluding those pertaining to appointment procedure, apply equally to the interim associate director.

##### **Section B Duties**

1. The associate director shall advise and assist the director on administrative and personnel matters, deal with student problems, and carry out administrative responsibilities as assigned by the director. In addition, the associate director serves as the director's representative when the director is unavailable and heads the department in the director's absence.

2. It is expected that the associate director will receive course relief during the term of appointment.
3. The associate director shall serve on the department Executive Committee, the Admissions and Scholarship Committee, the School 07 Artistic Standing Committee, and the Recruitment Committee, and may sit as a member of any of the department standing committees and *ad hoc* committees.
4. The associate director may represent the department on the Mason Gross School of the Arts Executive Committee in lieu of the director, when necessary.

## **ARTICLE V   Coordinator of Undergraduate Studies**

### **Section A       Appointment Procedure:**

The Coordinator of Undergraduate Studies shall be a faculty or staff member appointed by the director in consultation with the Executive Committee and the Dean of the Mason Gross School of the Arts.

### **Section B       Duties**

1. The Coordinator of Undergraduate Studies shall take primary responsibility for the administration of the Bachelor of Arts (BA) and Bachelor of Music (BM) degree programs, and all undergraduate music minor/certificate programs.
2. The Coordinator of Undergraduate Studies shall assume responsibility for advising undergraduate students and monitoring their progress toward completion of their degree programs.
3. The Coordinator of Undergraduate Studies shall maintain an Undergraduate Student Handbook that conforms to the department bylaws and articulates curricular requirements, student responsibilities, and other relevant information.
4. The Coordinator of Undergraduate Studies shall serve as a member of the department Admissions and Scholarship Committee, the School 07 Artistic Standing Committee, the Curriculum Committee, and the Recruitment Committee.

## **ARTICLE VI   Coordinator of Graduate Studies**

### **Section A       Appointment Procedure**

The Coordinator of Graduate Studies shall be a faculty or staff member appointed by the director in consultation with the Executive Committee and the Dean of the Mason Gross School of the Arts.

### **Section B       Duties**

1. The Coordinator of Graduate Studies shall take primary responsibility for the administration of the Master of Music (MM), Doctor of Musical Arts (DMA), Artist Diploma (AD), Master of Arts (MA), and Doctor of Philosophy (PhD) degree programs.
2. The Coordinator of Graduate Studies shall be responsible for advising graduate students and monitoring their progress toward completion of their degree programs.

3. The Coordinator of Graduate Studies shall facilitate the formation of committees for graduate examinations, lecture recitals, and DMA dissertations, and shall administer all graduate comprehensive examinations and communicate the results to students.
4. The Coordinator of Graduate Studies shall maintain a Graduate Student Handbook that conforms to the department bylaws and articulates curricular requirements, student responsibilities, and other relevant information.
5. The Coordinator of Graduate Studies shall collaborate with the department's School of Graduate Studies (SGS) Academic Program Coordinator in all official interactions between School 16 students and faculty.
6. The Coordinator of Graduate Studies shall serve as chair of the School 08 Oversight Committee, and as a member of the department Admissions and Scholarship Committee, the Curriculum Committee, and the Recruitment Committee.

## **ARTICLE VII Standing Committees**

Section A Except where noted below, only voting members of the music faculty are eligible to serve on department standing committees. While committee meetings are generally open only to committee members, a committee chair may invite a non-member to a portion of a meeting to provide information relevant to a specific agenda item.

Section B Executive Committee

### **1. Membership**

Voting members shall be the division chairs. Non-voting members shall be the director (who will act as committee chair) and the associate director. If the director or associate director simultaneously serves as a division chair, the director or associate director shall exercise one vote as division chair.

### **2. Duties**

- a. The voting committee members shall act as representatives of their respective faculty divisions.
- b. The committee shall advise the director on curricular, budgetary, student, and personnel matters, including but not limited to reallocation of faculty lines within the department.
- c. The committee shall be responsible for assisting the director to resolve any differences among the faculties on matters that affect the whole department.

### **3. Meetings and Procedures**

- a. The committee shall be convened at least once a semester. Additional meetings may be convened either by the committee chair or at the request of any three committee members.
- b. Minutes of committee meetings shall be kept in the department files, and summaries of meetings shall be distributed by the chair to the full department faculty after each committee meeting as articulated in III.B.5 of these bylaws. While it is expected that most committee decisions will be non-confidential, exceptions shall be defined by the committee chair.

- c. Any member of the committee may call for a vote on a particular issue, the result of which shall be communicated by the committee chair to the Dean of the Mason Gross School of the Arts. A majority of voting members may postpone a vote to a later meeting.

Section C Admissions and Scholarship Committee

1. Membership

Members shall be the director (who will act as chair), the associate director, the Coordinator of Graduate Studies, the Coordinator of Undergraduate Studies, the department admissions and scholarship administrator, and the Mason Gross School of the Arts admissions officer. Division chairs and/or area heads shall be invited to meetings as appropriate to discussions.

2. Duties

The committee shall review faculty reports of all School 07 and School 08 music auditions and applications, and shall make admissions and scholarship recommendations to the director and the Mason Gross School of the Arts admissions officer.

Section D School 07 Artistic Standing Committee

1. Membership

Members shall be the director (who will act as chair), the associate director, the Coordinator of Undergraduate Studies, the department admissions and scholarship administrator, at least one full-time faculty member from Music Education Studies, and at least three additional full-time faculty from among Classical Instrumental Performance Studies, Classical Vocal Performance Studies, Conducting Studies, and/or Jazz Performance Studies.

2. Duties

The committee shall review the artistic progress of all BM students at the conclusion of each semester. On the basis of criteria established by the music faculty and described in the Undergraduate Student Handbook, the committee may place students on probation or dismiss them for lack of sufficient artistic progress.

Section E Curriculum Committee

1. Membership

Members shall be at least four full-time faculty of whom one shall serve as chair, the Coordinator of Graduate Studies, and the Coordinator of Undergraduate Studies. The chair of the committee shall additionally serve as the department representative on the Mason Gross School of the Arts Curriculum Committee.

2. Duties

- a. As needed, the committee shall meet ahead of the semesterly meetings of the Mason Gross School of the Arts Curriculum Committee, to evaluate all proposed curricular changes to certificate and degree programs in music for schools 07 and 08, including but not limited to the creation or deletion of courses and programs, substantive revisions of existing courses (including titular changes), and alterations to degree and certificate requirements.
- b. The chair shall present the committee's recommendations for curricular changes to the department faculty as a whole for evaluation. Curricular changes approved by the

department faculty shall be forwarded by the committee chair to the Mason Gross School of the Arts Curriculum Committee for further evaluation.

Section F Recruitment Committee

1. Membership

Members shall be the director (who will act as chair), the associate director, the Mason Gross School of the Arts admissions officer, the Coordinator of Graduate Studies, the Coordinator of Undergraduate Studies, and at least one full-time faculty member from each of the six divisions.

2. Duties

The committee shall meet at least once a year to explore various recruitment techniques and make recommendations to the director and the Executive Committee.

Section G School 08 Oversight Committee

1. Membership

Members shall be the Coordinator of Graduate Studies who shall serve as chair, three full-time faculty from among Classical Instrumental Performance Studies, Classical Vocal Performance Studies, and/or Conducting Studies, one full-time faculty member from Jazz Performance Studies, and two full-time faculty from among Academic Studies and/or Music Education Studies.

2. Duties

- a. The committee shall review the progress of all MM, DMA, and AD students at the conclusion of each semester and as needed. On the basis of criteria established by the music faculty and described in the Graduate Student Handbook, the committee may place students on probation or dismiss them for lack of sufficient degree progress. The results of these decisions shall be communicated to students by the Coordinator of Graduate Studies. The committee shall hear and adjudicate students' appeals of these decisions. In discussions of problematic progress on the part of a given student, the committee shall seek to involve faculty with direct knowledge of the case.
- b. The chair shall consult with other members of the committee concerning the overall goals of the MM, DMA, and AD degree programs. In this role, the committee shall ensure procedural consistency across the various areas.

Section H Equity, Diversity, and Inclusion Committee

1. Membership

Voting members shall be one tenured faculty member to serve as chair, and five additional full-time faculty of whom at least three shall be tenured or tenure-track. Non-voting members shall be one department staff member, one part-time lecturer, one undergraduate student representative, and one graduate student representative. Terms of office shall be one year, but membership may be renewed without limit.

2. Duties

- a. The committee shall evaluate the climate of the Department of Music with respect to issues of equity, diversity, and inclusion, as manifested in: curriculum; public

programming; the experiences of students, faculty, and staff; and elsewhere as appropriate.

- b. The committee shall make recommendations to the Department of Music in the form of policies, curricular revisions, strategic plans, public statements, and other means both formal and informal, as appropriate.

### 3. Meetings

The committee shall meet at least once each semester, with additional meetings convened by the chair as necessary. Deliberations and discussions shall be kept confidential, except that the committee shall keep the director apprised of its work. The student representatives may be asked by the chair to leave committee meetings if sensitive information is being discussed.

## **ARTICLE VIII Appointments, Reappointments, and Promotions**

Section A In accordance with University Regulations, requests for appointments, reappointments, and promotions may be initiated by: the Dean of the Mason Gross School of the Arts or the Director of the Department of Music.

Section B The director, in consultation with the appropriate department divisions and area faculties, shall recommend search committee membership to the dean for the recruitment and appointment of new full-time tenure track and non-tenure track faculty members. Each search committee shall include faculty representatives from the area(s) in which the appointment is to be made. Faculty members in their terminal year shall not serve on search committees.

Section C Recommendation for reappointment or promotion shall be made by all tenured faculty members of the department above the current rank of the candidate, at a meeting convened by the director. The director may invite a full-time non-tenure track faculty member of the department above the current rank of the candidate to a portion of a reappointment or promotion meeting to provide relevant information.

## **ARTICLE IX Ratification and Amendments**

Section A Ratification of these bylaws shall be by two-thirds of the voting members.

Section B Amendments may be proposed in writing to the director by a minimum of three voting members of the faculty and will be distributed at least one week prior to the first meeting at which they will be discussed by the faculty as a whole. Amendments shall be ratified only at a subsequent meeting by two-thirds of the voting members present.

Section C The dates of ratification and subsequent amendments shall be placed immediately beneath the title of this document.