PURPOSE

The purpose of this College-Conservatory of Music Faculty Handbook is to provide a convenient compendium of CCM policies related to the CCM faculty. To the extent that the Handbook may differ from the Rules of the University or the current UC/AAUP Collective Bargaining Agreement, the Rules and the Agreement will prevail.
The University of Cincinnati College-Conservatory of Music is an educational institution for the performing and electronic media arts, composition, scholarship, and pedagogy within a comprehensive public university. The synergy between the Conservatory and the University gives the College its unique character and defines its mission:

- To inspire and enable students to attain the highest artistic levels and mastery in their respective fields;
- To prepare professionals in the areas of performance, composition, research, music teacher education, electronic media, theater design and production, and arts administration for careers in the twenty-first century;
- To foster artistic, creative, and intellectual exchange within the Conservatory and throughout the University through interdisciplinary collaboration, study, research, and public forums;
- To provide appropriate opportunities for the general University student to participate in and appreciate the performing and electronic media arts; and
- To maintain and further develop a national and international reputation while serving the people of the State of Ohio and functioning as an integral part of a city with strong traditions in the arts and electronic media.

This mission correlates with the mission, vision, and objective of

**ONECCM – The Path Forward**

**VISION**
CCM-UnCompromising Excellence

**MISSION**
CCM provides life-changing experiences within a creative and multidisciplinary artistic environment.

**OBJECTIVE**
To educate and inspire the whole artist and scholar for positions on the world’s stage.
I. This college, one of the component colleges of the University of Cincinnati, will be called the College-Conservatory of Music.

II. The Faculty of the College-Conservatory of Music will consist of the following:

- The President of the University
- The Senior Vice President for Academic Affairs and Provost
- Dean
- Associate Dean(s)
- Assistant Dean(s)
- Professors
- Associate Professors
- Assistant Professors
- Instructors whose appointments are within the college, including those with adjunct or visiting appointments.

Upon nomination by the Dean, other individuals may be elected to the Faculty by the Faculty.

III. DEAN

There will be a dean who will serve as the academic, administrative, and artistic leader of the college and will have final responsibility in all matters at the college level. The dean will represent the college to the university's central administration and will represent the central administration to the college faculty. Procedures for searching for, appointing, and reviewing deans are described in the Rules of the University (section 3361-50-01-02).

IV. ASSOCIATE DEAN(S)

There will be an associate dean or deans whose principal responsibilities will be the formulation and implementation of administration policy as defined in a written job description. An associate dean will hold rank and will be appointed by the Dean to a term of not less than four nor more than seven years. In considering such an appointment, the Dean will solicit the advice and written recommendation of a search committee consisting of the following:

- Three members of the faculty elected by the faculty
- Two members of the faculty or administration appointed by the Dean
- This committee will elect its own chair.

**Associate Dean Performance Evaluation**

A performance evaluation, based on the written job description, will be conducted annually by the Dean. If an associate dean wishes to stand for reappointment, the Dean will conduct a reappointment review during the penultimate year of the term. As part of this review, the Dean will solicit the advice and written recommendation of a review committee consisting of the following:

- Three members of the faculty elected by the faculty
- One member of the faculty appointed by the Dean
- One undergraduate student elected by the College-Conservatory of Music Undergraduate Tribunal
- One graduate student elected by the College-Conservatory of Music Graduate Student Association; and
- One person selected by the incumbent, who may be outside the College-Conservatory of Music.
- This committee will elect its own chair.

V. ASSISTANT DEAN(S)

There will be an assistant dean or deans whose principal responsibilities will be the formulation and implementation of administration policy as defined in a written job description. An assistant dean will be a member of the University of Cincinnati unclassified staff not holding faculty rank, and will be appointed by the Dean to a term of not less than four nor more than seven years. In considering such an appointment, the Dean will solicit the advice and written recommendation of a search committee consisting of the following:

- Three members of the faculty elected by the faculty
- Two members of the faculty or administration appointed by the Dean.
This committee will elect its own chair.

Assistant Dean Performance Evaluation
A performance evaluation, based on the written job description, will be conducted annually by the Dean. If an assistant dean wishes to stand for reappointment, the Dean will conduct a reappointment review during the penultimate year of the term. As part of this review, the Dean will solicit the advice and written recommendation of a review committee consisting of the following:

- Three members of the faculty elected by the faculty;
- One member of the faculty appointed by the Dean;
- One undergraduate student elected by the College-Conservatory of Music Undergraduate Tribunal;
- One graduate student elected by the College-Conservatory of Music Graduate Student Association; and
- One person selected by the incumbent, who may be outside the College-Conservatory of Music.

This committee will elect its own chair.

VI. ACADEMIC DIVISIONS
The College-Conservatory of Music will be organized into academic divisions that embrace areas of related responsibilities and activities. The Dean will establish divisions after consultation with the faculty concerned and after confirmation by the Executive Council and Faculty Committee.

VII. ACADEMIC DIVISION HEADS
There will be a division head (i.e., academic unit head) for each division whose chief responsibilities will be the administrative and academic leadership and operation of the division as defined in a written job description. (For more detail on division head duties and authority, see Article 31.2 of the AAUP-UC collective bargaining agreement and p. 32 of this handbook.) A division head will normally be a faculty member from within the division and will be appointed by the University Board of Trustees in accordance with the Rules of the University and the UC/AAUP contract.

1) Nomination Process: Nominations to the President shall be made through the Provost, by the Dean (unless the Dean is the Academic Unit Head) or appropriate administrator, following consultation with an ad hoc committee.

The ad hoc committee shall be composed of a minimum of three (3) Faculty from the Academic Unit concerned and related Academic Units. There may also be up to two (2) students from the Academic Unit on the ad hoc committee. Faculty from the Academic Unit, democratically chosen by the Academic Unit, shall constitute a majority of the committee. Other ad hoc committee members may be named by the Dean.

The Academic Unit Head appointed must have an academic title and rank and must be mutually acceptable to the Dean and the ad hoc committee. Academic Unit Heads shall be appointed according to a term designated by the by-laws of the college and will be for a term of not less than three (3) nor more than seven (7) years. Academic Unit Heads shall undergo administrative performance review in the penultimate year of each term of appointment.

A performance evaluation based on the written job description will be conducted annually by the Dean. If a division head wishes to stand for reappointment, the Dean will conduct a reappointment review during the penultimate year of the term. As part of this review, the Dean will seek the advice and recommendation of a review committee consisting of the following:

- Two members of the division faculty elected by the division faculty, tenured where possible;
- One member of the Faculty Committee of any rank outside the division, appointed by the Chair of the Faculty Committee; and
- One division head from the Executive Council, appointed by the Dean.
- The committee will seek student input from all students in the division through an online survey which can only be completed by each student one time.
- The committee will elect its own chair.
VIII. DEPARTMENT CHAIRS, PROGRAM DIRECTORS AND COORDINATORS

There will be department chairs, program directors, and program coordinators as necessary, whose functions will be to give direction and organization to a particular area, normally within a division, as defined in a written job description. They will be appointed by the Dean after nominations have been received from the division head(s) following consultation with appropriate faculty members. The term of such appointments will be not less than four nor more than seven years. A performance evaluation, based on the written job description, will be conducted annually by the division head(s). If a chair, director, or coordinator wishes to stand for reappointment, the Dean will conduct a reappointment review during the penultimate year of the term. As part of this review, the Dean will solicit the advice and written recommendation of the division head(s), who will have consulted, as appropriate, with faculty and students.

IX. FACULTY MEETINGS

There will be at least one regular meeting of the full faculty during each semester of the academic year to be called by the Dean or an authorized representative. A notice of such meetings will be sent to the faculty one week before the meeting, and an agenda will be distributed at least two days before the meeting. There will be additional meetings of the full faculty when deemed appropriate.

X. DEAN’S LEADERSHIP COUNCIL (DLC)

1) The Dean, chair
2) Associate dean(s)
3) Assistant dean(s)
4) Those other college administrators and staff deemed appropriate and appointed by the Dean.

The function of this body will be to advise the Dean and to administer policies and procedures regarding the operations of the college.

XI. EXECUTIVE COUNCIL

1) The Dean, chair
2) Associate dean(s)
3) Assistant dean(s)
4) Division heads
5) The Chair of the Faculty Committee

The function of this body will be to advise and make recommendations to the Dean and to administer policies and procedures regarding the academic and administrative operation of the college.

XII. ACADEMIC COUNCIL

1) Associate Dean for Academic Affairs, CHAIR
2) Division Heads
3) CCM Head Librarian
4) One additional member and 1 alternate from divisions with 10 or fewer members of the bargaining unit;
5) Two additional members and 2 alternates from division with 11 or more members of the bargaining unit;
6) Dean, all associate deans and all assistant deans (non-voting)

Faculty representatives and alternates referred to in 4 and 5 above will be elected by their respective divisions during the Spring Semester for a 1-year term beginning in August of the following academic year. Faculty members may not be elected to serve as members for more than 2 consecutive terms.
ACADEMIC COUNCIL FUNCTION
The Academic Council is responsible for reviewing and acting on all curricular and instructional policy matters for the college.

Proposals may be submitted to the council by
1) 1 or more faculty,
2) A division,
3) A standing sub-committee of the council,
4) The graduate faculty, or
5) The dean, associate dean(s) or assistant dean(s)

The council will consider any matter that has been fully studied by the individual department or division concerned and an analysis and recommendation is ready to be presented to the Council by the appropriate division head. In the case of matters which cross divisional lines, the Chair of the Council will appoint an appropriate ad hoc committee to study the proposal and make recommendations. The report of any ad hoc committee will then be considered by the faculty of each respective division before being brought to Council.

Meetings: To be scheduled 2 times during each fall and spring semester, additional meetings when warranted

Attendance: Any faculty member can attend council meetings as an observer
Quorum: 2/3 of eligible voting members

Agenda: To be distributed to the entire faculty at least 1 week before a scheduled meeting
Minutes: Will be available to the entire faculty and forwarded to the Dean immediately after each council meeting

Finalized Minutes: From the date the minutes are distributed, there will be a 2-week period before decisions of the council are considered final.

Objections:
• Any faculty member who has objections: Write the dean and the chair of the Academic Council.
• Objections will be a permanent part of the minutes of the next meeting.
• If five (5) or more faculty present written objections to any actions or request reconsiderations:
  -Dean convenes a meeting of the full faculty (or the graduate faculty in the case of matters of exclusive graduate concern)
  -The matter under protest will be discussed
  -A final decision will be made by majority vote of faculty present and voting.

Veto: The dean has the right to veto a decision of the Academic Council.
If the dean exercises this right, he will present reasons in writing to the Council.
The Council will reconsider the issue.

SUBCOMMITTEES OF THE ACADEMIC COUNCIL
• Academic council will have standing subcommittees
• Membership will be assigned by the chair of the Council
• Committees include, but are not limited to
  1) Undergraduate admissions and awards committee,
  2) Graduate admissions and awards committee,
  3) Graduate thesis and research committee,
  4) Academic performance evaluation committee,
  5) Library committee, and
  6) Technology committee.
XIII. The Graduate Faculty
The CCM Graduate Faculty, in alignment with Graduate School policy, includes those members of the CCM faculty who are permanent (i.e., tenured or tenure-track) members of the University of Cincinnati faculty, teach graduate courses or graduate-level applied music, and are authorized to advise the original scholarship of graduate students. Only Graduate Faculty members are authorized to chair doctoral dissertation committees. The CCM Graduate Faculty will meet when appropriate to advise the Associate Dean, Director of Graduate Studies, or other administrator in charge of graduate issues and to develop proposals for consideration by the Academic Council. Membership on all subcommittees of the Academic Council that deal exclusively with graduate matters will be drawn from the CCM Graduate Faculty.

XIV. FACULTY COMMITTEE:
• One representative from divisions with ten (10) or fewer members of the bargaining unit
• Two representatives from divisions with eleven (11) to twenty (20) members of the bargaining unit
• Three representatives from divisions with twenty-one (21) or more members of the bargaining unit
• An administrative representative appointed by the Dean
• There will be an alternate member for each representative
• If a representative is unable to complete a three-year term, the alternate will become the representative and a new alternate elected, both to serve for the remainder of that term.

FACULTY COMMITTEE ELECTION
• Spring Semester by division
• Three-year term beginning August of the following academic year
• First meeting of the year: The retiring chair will convene the first meeting to elect new officers.

FACULTY COMMITTEE FUNCTION
• Represents the faculty in college decision- and policy-making
1) Recommends and keeps current criteria and procedures affecting reappointment, promotion, tenure, merit pay, and appointment of faculty members;
2) Recommends and keeps current criteria and procedures for evaluating faculty and administrative effectiveness;
3) Recommends and keeps current the faculty workload policy; and
4) Makes recommendations to the appropriate administrative officer or person on any matter that would contribute to the professional welfare of the College-Conservatory of Music faculty.

XV. STANDING AND AD HOC COMMITTEES
Standing and ad hoc committees may be appointed by the Dean, or by any of the associate or assistant dean(s).

XVI. PRECEDENCE OF UNIVERSITY RULES AND CONTRACT
To the extent that these Bylaws may come to be in disagreement with the Rules of the University of Cincinnati and/or the UC/AAUP collective bargaining agreement, those documents would take precedence.

XVII. AMENDMENT OF BYLAWS
The Bylaws of the College-Conservatory of Music may be amended or revised by a recommending action of the Faculty Committee, approved by a majority vote of the faculty, present and voting, at a regularly scheduled or special meeting of the Faculty, or by electronic ballot, during the Fall or Spring Semester.

If a faculty vote takes place by electronic ballot, there will be a requisite 2-week period for consideration, discussion and anonymous vote.
The votes will be tabulated and the results announced within the following week.

Approved by the CCM Faculty February, 2018
Associate Dean for Academic Affairs, Director of Graduate Studies

Generally, the Associate Dean for Academic Affairs is responsible for all academic matters within the college, including continuing education, summer school, and special outreach programs. There is considerable interaction with the various division heads on such matters as program requirements, course scheduling, and teaching assignments of faculty and graduate assistants. There is also some interaction with the Assistant Dean for Enrollment Services and the Admissions Officers on various aspects of the recruitment and admissions process.

Assistant Dean of Enrollment Services

Generally, the Assistant Dean for Enrollment Services is responsible for all inquiries and admissions for graduate programs, and the Admissions Officer is responsible for all inquiries and admissions for undergraduate programs. Both individuals, however, work together and share responsibilities on the various aspects of the recruitment and admissions process. Some interaction with the Associate Dean for Academic Affairs is also essential for maintaining an appropriately balanced student population and for monitoring the academic progress of scholarship students.

Senior Director of Performance Operations

Generally, the Senior Director of Performance Operations is responsible for the following operations within the college: performance support services such as scheduling, box office, programs, and front of house; facilities and equipment management/maintenance. These functions require close interaction with the Academic Affairs, Business Affairs and Marketing & PR offices, as well as with the Division Heads and faculty of the college.
CCM ADMINISTRATIVE STRUCTURE

University of Cincinnati Board of Trustees

President

Provost

Dean

Associate to the Dean

(DLC) Dean’s Leadership Council

Associate Dean
Academic Affairs; Director of Graduate Studies

Assistant Dean
of Enrollment Services

Assistant Dean
and Director Prep & Community Engagement

Senior Director
Performance Operations

Senior Director
Development

Director of Marketing and Communications
Public Relations

Director of Business Affairs

Faculty Division Heads

Composition, Musicology & Theory

Electronic Media

Ensembles & Conducting

General Studies

Keyboard Studies

Music Education

Performance Studies

Theatre Arts, Production & Arts Administration

Dean’s Office 8/2017
GUIDELINES FOR REAPPOINTMENT, PROMOTION, AND TENURE
COLLEGE-CONSERVATORY OF MUSIC

Introduction

The collective bargaining agreement (CBA) between the University of Cincinnati and the UC Chapter of the American Association of University Professors describes the general process by which faculty members are considered for reappointment, promotion, and/or tenure (RPT). University of Cincinnati Faculty CBA (July 1, 2016-June 30, 2019) Article 7 (Reappointment, Promotion, and Tenure) can be found here: https://aaupuc.org/wp-content/uploads/2017/07/2016-19-UCAAUP-CBA.pdf.pdf. The present document is a more specific description of the process as it pertains to CCM faculty members. In addition, each division in CCM will adopt and publish its own guidelines for RPT; these divisional guidelines, which must receive the written approval of the Dean and of the AAUP, will not contradict this document, but will serve to enhance it and make its contents appropriate to the mission of the particular division. The three documents (the divisional guidelines, these CCM guidelines, and the CBA) will then serve as an exhaustive description of the procedures and criteria used to evaluate all RPT applications.

Faculty members who have less than full-time appointments or who hold qualified faculty titles will be covered by these criteria and procedures for the purposes of reappointment and promotional review.

All faculty members involved in the RPT process are urged to familiarize themselves with the CBA, as well as with this document and the divisional guidelines. The CBA is the most comprehensive of the three, and would supersede the other two in the unexpected event of a contradiction; furthermore, a faculty member's rights regarding appeals, reconsideration, grievances, and a few other matters will be found only in the CBA.

Reappointment, Promotion, and Tenure Committees

Each division will have a standing RPT committee, which will be composed of full-time faculty members from within the division, not including the division head. (If there are fewer than four such people in the division, full-time faculty from other CCM divisions may be selected.) The divisional RPT guidelines will describe the committee's structure, size, and method of selection.

There will also be a standing CCM RPT committee, which will be composed of five full-time tenured faculty members of the College. Any faculty member with an administrative rank of division head or higher will not be eligible to serve on the committee. Three members of the committee will be from "music" divisions (Ensembles & Conducting, Keyboard, Music Education, Performance, and Composition, Musicology and Theory), and two will be from "non-music" divisions (Electronic Media and TAPAA). Furthermore, no more than two members of the committee will be from any one division. Committee members will be elected by the CCM faculty in an election coordinated by the Faculty Committee each spring and will serve two-year staggered terms. The committee will select its own chair at its first meeting each academic year.

Criteria for Reappointment, Promotion and Tenure

All RPT recommendations in CCM will be based on the following criteria:

1. Teaching Contributions;
2. Scholarly, Creative and/or Professional Contributions;
3. Service Contributions;
4. Professional Development; and
5. Other (as stipulated in Divisional RPT guidelines).

Each division's RPT guidelines will elaborate on the above criteria to make them relevant to the particular disciplines(s) of that division, and will specify how a candidate's activities will be evaluated in reference to these criteria. Furthermore, the divisional guidelines will describe minimum levels of accomplishment that will be expected at the various faculty ranks.

If a faculty member with an administrative rank of division head or higher becomes a candidate for RPT, the criteria will be the same, with one exception: criterion #1 (Teaching Contributions) will not include administrative duties. A separate review is conducted to evaluate the work in that area. However, the expectations in other areas will be appropriately reduced, to reflect the fact that a significant part of the candidate's effort has gone towards administration.
Procedures for Reappointment, Promotion, and Tenure

The Dean will inform all non-tenured faculty members of the deadlines for RPT applications at least six months in advance, and a faculty member who intends to apply should inform his/her division head of that fact at least two months before the deadline; this will give both parties ample time to fulfill their respective responsibilities in preparing the dossier, as described below. Furthermore, it is urged that the candidate and the division head discuss the whole procedure in detail beforehand in order to expedite the matter as much as possible and to minimize any misunderstandings.

The Dean’s office will activate the candidate’s eRPT dossier. An automatic notification is sent electronically by the eRPT system notifying the candidate.

The candidate will meet with the division head to discuss the process for internal and external reviews dependent upon the Unit’s RPT requirements. Consideration of a faculty member's RPT application will be based on a dossier; the responsibility for the initial preparation of the dossier lies primarily with the candidate, but is shared with the division head as follows:

The candidate will submit the following via eRPT:

1. A personal statement, justifying the application;
2. A current curriculum vitae;
3. A list of individuals external to CCM from whom letters of support may be solicited (Provostal Expectations for External Review Letters can be found here: http://www.uc.edu/content/dam/uc/provost/docs/facultyaffairs/extrptdossier.pdf);
4. A copy of the divisional guidelines and these CCM guidelines in the dossier to ensure that all evaluations will be based on the appropriate interpretation of the appropriate criteria; and
5. Any relevant documentation (including student evaluations as required by Unit RPT guidelines) to support the application, according to the Unit’s RPT guidelines.

The division head will

1. Review the above-mentioned materials in the candidate’s eRPT dossier to ensure all required materials (especially student evaluations) are included as stipulated by the Unit’s RPT guidelines;
2. Solicit and collect letters of evaluation from individuals as specified in the Unit’s RPT guidelines;
3. Contact external reviewers at least three months in advance;
4. Solicit and collect any other materials that may be required by the Unit’s RPT guidelines;
5. Verify the inclusion of a copy of the Unit’s RPT guidelines and the CCM guidelines in the dossier to ensure that all evaluations will be based on the appropriate interpretation of the appropriate criteria;

After these materials are collected and submitted into eRPT, the division head submits the dossier in the eRPT system, which sends it to the next level of review, the divisional RPT committee.

The various stages of review are as follows:

1. The divisional RPT committee assesses the sufficiency of the dossier and the conformity of the review process to approved RPT criteria and procedures in a letter to the division head and submits it in the eRPT.
2. The division head assesses the sufficiency of the dossier and the conformity of the review process to approved RPT criteria and procedures in a letter to the college RPT committee and submits it in the eRPT.
3. The college RPT committee assesses the sufficiency of the dossier and the conformity of the review process to approved RPT criteria and procedures in a letter to the Dean and submits it in the eRPT.
4. The Dean assesses the sufficiency of the dossier and the conformity of the review process to approved RPT criteria and procedures in a letter to the Provost, and submits it in the eRPT.
5. The Provost, assesses the sufficiency of the dossier and the conformity of the review process to approved RPT criteria and procedures in a letter on reappointment or promotion to the University Board of Trustees and submits it in eRPT.

6. The Board of Trustees takes final action on reviews involving tenure.

Each recommendation along the way becomes a part of the dossier, and each recommending administrator and committee will give most serious consideration to all preceding recommendations. The division head is responsible for overseeing the entire procedure until (s)he submits the dossier to the college RPT committee, at which time the Dean assumes responsibility until (s)he submits the dossier to the Provost.

The candidate will receive notification of each recommendation as it is made and may inspect the dossier at any time. Furthermore, (s)he may submit a response to any part of the dossier; this response will then be added to the dossier. The candidate's rights in these and other matters are spelled out in detail in the CBA.

If a division head becomes a candidate for RPT, the procedures will be the same, with one exception: all the above-mentioned responsibilities of the division head will be carried out by the Associate Dean for Academic Affairs.

Approved by the CCM Faculty February, 2018

COLLEGE-WIDE RPT PROCEDURES

Each candidate should receive a copy of current and dated college and/or department RPT guidelines from the appropriate Division Head.

The guidelines and current, dated college and/or department RPT criteria should accompany the dossier from the first level of review onward.

Throughout the levels of review, all recommendations and any new materials added must be copied to the candidate. The candidate will have the right to respond to any new material and to all recommendations, and these responses will become part of the dossier to be reviewed at subsequent levels.

All candidates should refer to the University of Cincinnati’s eRPT system website for guidelines and categories for organizing documents for the eRPT process:

http://www.uc.edu/provost/about-us/peopleandoffices/academic-personnel/rpt/eRPT-System.html
CCM RANK EXPECTANCIES

NOTE: Each division establishes guidelines for RPT decisions. Divisional guidelines are available from the division head.

Assistant Professor
1. Competence in the teaching assignment and the clear potential for future development.
2. Some contributions both in professional development and to the discipline.
3. Professional recognition at the local/regional level.
4. A doctorate or appropriate terminal degree, satisfactory progress toward it, or the professional equivalent (substantial experience and accomplishment in teaching, performance, composition, or research: areas of expertise must be clearly defined).

Associate Professor
1. Excellence in teaching, demonstrated annually through student/peer evaluations. There should be competence in peripheral areas and a growing mastery in specialty subjects.
2. Significant contributions and awards in areas not limited to the following examples:
   (a) Publication of texts, or articles in respected journals,
   (b) Public performances and/or recordings,
   (c) Commissions and contests,
   (d) Regional/national professional organizations, and/or
   (e) Research; composition; recital tours.
3. Professional recognition at the regional/national level.
4. A doctorate, or its professional equivalent (see 4 above).

Professor
1. Outstanding ability as a teacher, measured over a number of years through student/peer evaluations; mastery of the candidate's special areas of interest; a grasp of considerable breadth in the general subject area.
2. Exceptional contributions to the field with the emphasis on the quality and impact of the work(s) and the continuation of effort.
3. Professional recognition at the national/international level.
4. A doctorate, or its professional equivalent.
As mandated by the Ohio legislature, faculty members will meet annually with their division head or department head, who then reports to the division head. This meeting will function as an in-person review to discuss his or her accomplishments in the areas of

1. Teaching,
2. Contributions to the discipline,
3. Professional development,
4. Contributions to the College and/or University, and
5. Any other relevant activities.

The division head and the faculty member will have a shared responsibility to ensure that such a meeting takes place. In preparation for each meeting, the faculty member will complete an Annual Faculty Review document, submit all syllabi for the year, and submit a dated curriculum vitae to the division head which will provide the basis for the in-person meeting. After meeting with the faculty member, the division head will write comments in the space provided near the end of the document; the faculty member will then have the chance to react in writing to these comments. At the conclusion of the process, both individuals must sign the document. These statements will become part of the personnel file maintained by each division, a copy of the statement will be given to the faculty member, and a copy will be sent to the dean’s office.
Name: Rank:

The Ohio legislature has mandated that each faculty member within the state college and university system undergo an annual performance review. In accordance with the procedures established for this review within the College-Conservatory of Music, each faculty member is asked annually to list and assess his or her accomplishments in the following areas (the same criteria used for reappointment, promotion, and tenure decisions), and to briefly describe professional plans for the coming year:

- Teaching and related activities
- Contributions to the discipline
- Professional development
- Contributions to the College and/or University
- Any other relevant activities

The resulting document becomes the basis for an in-person review to be conducted by the appropriate division head or other administrative official. After meeting with the faculty member, the administrator will write comments in the space provided near the end of the document; the faculty member will then have the chance to react in writing to these comments. At the conclusion of the process, both individuals must sign the document. This review is seen as being complementary to each unit’s mission and workload policy.

**Teaching and related activities:**
List your major field and responsibilities:

---

Please specify below your teaching/course load for the 20--to 20-- Academic Year.

Describe your teaching and other activities that are directly related to your job at CCM, breaking the information down by semester as appropriate. **The description should include activities such as the following:** courses taught (indicate course titles, course numbers, and credit hours); studio instruction; student productions supervised; regular master classes taught; independent studies supervised; student performances, lecture recital documents, and graduate projects supervised; thesis/dissertation committees served on (indicate whether chair or member); student performances adjudicated; student advising; graduate assistants supervised; preparation of instructional material; development of new courses and materials; etc.

**Autumn Semester 20--**

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**Spring Semester 20--**

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Contributions to the discipline:

List your creative and research activities. This may include activities such as performances, recordings, compositions, publications in press or accepted for publication, conference presentations, etc. (major works in progress may be listed as well):

Invited Lectures / Presentations / Panel Member

Published Works/ Submitted Works (Books/Chapters, Editor or Paper review, Recordings, Proposals/Grants, etc.)

Professional development:

List those activities designed for professional growth:

Awards /Honors /Recognitions/Scholarly Activity/Performances, etc.

Contributions to the college and/or university

List the committees on which you have served, indicating those which you served as chair. Also include other activities specifically serving the college or university, and supporting UC 2019 initiatives and the Academic Master Plan:
List any other activities you deem relevant to your role as a faculty member:

What do you consider your most significant professional effort(s) during this academic year?

How do these activities complement and develop the mission and goals of your division and the vision, mission, and/or objective of ONECCM? [http://ccm.uc.edu/about/oneccm/whereweregoing.html](http://ccm.uc.edu/about/oneccm/whereweregoing.html)

Provide a summary of your professional goals and plans for the next academic year; this will be useful as a reference for your performance review at the next review cycle:

Annual Review Summary Comments:

Division Head comments:

Department Chair comments (optional):

Faculty member’s response (optional):

Faculty signature: ______________________________  Date: __________

Administrator’s signature __________________________  Date: __________

Signing above signifies that the faculty member has met with his/her respective department chair and/or division head to discuss their Annual Faculty Review, and that the faculty member’s teaching load meets or exceeds the current CCM Workload Document.

Revised 4/1/16 FC
FACULTY RESPONSIBILITIES
COLLEGE-CONSERVATORY OF MUSIC

I. Teaching

A. Purpose of Teaching Evaluation Policies: The purpose of these policies is twofold: (1) to improve instruction throughout the college, and (2) to establish a basis for meaningful and reliable decisions about teaching quality as part of the assessment for reappointment, promotion, and tenure.

B. Course Syllabi: All faculty must have up-to-date syllabi for all courses on file with the division head.

C. Student Evaluations: It is recommended that student evaluations of teaching and course content be administered one time per year for each course offered at CCM; if a course sequence continues over two semesters the course is evaluated only once during the year. These evaluations should be administered in the last half of the course, and are the responsibility of the division head. Each division may modify the questions on the basic CCM evaluation form to suit its own particular instructional activities.

Faculty members will receive advance notification from the division head stating when student evaluations are to be administered by the division head or his/her designate. The faculty member must not be present during the fifteen-minute period when students complete the evaluation. Student evaluation forms will be kept on file in the division office; faculty members will have access to a summary of the individual evaluations after grades have been submitted. Meetings between the division head and the faculty member about the results of course evaluation are encouraged.

D. Classroom Visitation: Peer evaluation of teaching is encouraged. Division heads may visit the classrooms and studios of all faculty and set up systems of peer evaluation of teaching within the division.

E. Canceled Classes: Faculty are expected to notify the Division Head when classes are canceled and to make provisions for making up missed classes or lessons. Any substitute teachers are to be arranged with the approval of the Division Head. Faculty must record missed classes in the UC Flex system.

II. Additional Responsibilities

A. Every faculty member is expected to announce and maintain regular office hours at times which are convenient for contact with students and colleagues.

B. Every full-time faculty member is expected to be available for the August orientation week, to be available through the end of exam week each semester and to administer any exams during the regularly scheduled exam times assigned by the University. Exception to this policy must be approved by the Division Head.

C. Each faculty member is expected to serve as an advisor to students as assigned by the Associate Dean. It is the duty of advisers to guide students in the selection of courses that meet degree requirements and electives that offer appropriate program enrichment taking into consideration the individual needs of each student.

D. Each faculty member is expected to serve on CCM continuing and ad hoc committees. An effort will be made to spread committee assignments so that no one need serve on more than two CCM committees. Participation on University-wide committees and activities is also encouraged.

E. Each faculty member is expected to serve as appropriate and necessary on recital juries and as adjudicators for students auditioning for entrance into CCM. Music performance instructors will serve as adjudicators on board and diagnostic exams during the course of the year. Faculty members will serve upon request as adjudicators on comprehensive examination committees for graduate degree candidates. This responsibility includes the preparation and evaluation of written as well as oral examinations.

F. Every faculty member is expected to share in the responsibility to recruit and retain top quality students for the College-Conservatory of Music.

G. General faculty presence at major concerts and other student performances throughout the year is encouraged.

H. Every faculty member must have an up-to-date curriculum vita on file in the office of the division head.
Origin and Scope:
This document was created jointly by the faculty and administration of CCM to provide guidelines for the equitable distribution of the workload of full-time faculty, both within departments and divisions and across the college.

The college anticipates its use as guidelines by individual faculty, departmental and divisional administrators, college-wide committees, and the college administration. The college further expects that this document may be used, from time to time, to protect and enhance the quality of full-time work life within CCM, consistent with the self-generated goals and objectives of the college. The workload guidelines are distinct from RPT criteria.

Preamble:
The College-Conservatory of Music affirms the right of its faculty to a challenging, high quality, professional work life. We believe that faculty, who have such a work life, make the best teachers and create around them the best environment for learning. Such a work life includes both teaching with its attendant duties and active engagement in professional development. A reasonable, equitable workload – both the amount of work for which one is responsible and the amount of time required to do it – is a vital component in creating both a quality professional life and an educational climate in which the best teaching and learning can be accomplished.

Though no individual teaching schedule in a community as diverse as CCM is ever likely to fit any guidelines precisely, we intend to arrive at professional load equity – not everyone punching the same time-clock or counting the same quantities of educational ergs, but a reasonable balance: a faculty able to meet its professional obligations efficiently with time enough to attain both professional and personal fulfillment.

Definition and Criteria:

The Work Week: Most faculty members at CCM work considerably more than forty hours per week. Like other independent professionals without prescribed working hours engaged in work that is relatively independent of place and clock time, faculty members seldom put their work aside. For purposes of defining workload, this document uses a forty-hour week as the benchmark and as a minimal expectation. In the CCM environment, some weeks demand much more time than others, hence the reliance on averages over a semester or, in some cases, an academic year. The average minimum forty-hour work week at CCM consists of

(1) Twenty-four hours of teaching and other normal duties and responsibilities of full-time faculty. Assignments within these 24 hours are usually divided into 18 hours of “teaching” and 6 hours for “other normal duties and responsibilities.” The balance of assignments, determined by the appropriate Division Head, is flexible and should reflect each faculty member’s unique strengths; e.g., a faculty member not assigned advisees and committee work can expect to have an increase in teaching assignments in order to achieve equity among colleagues. “Other normal duties and responsibilities” are determined by the individual faculty member in consultation with the Division Head, and can include but are not limited to
- Graduate and undergraduate student advising;
- Committee assignments;
- Auditions and adjudication of students;
- Student recruitment activities;
- Supervision of internships;
- Advising of theses, dissertations, other final projects, and participation in graduate examinations;
- Supervision and observation of graduate assistants;
- New course curriculum development;
- Supervision and observation of student teachers;
- Maintenance of stock and equipment; and
- Office hours.

(2) Sixteen hours of research, professional development, and service to the field (40% of workload). The hours, which are within the control of each individual faculty member, may include but are not limited to
- Creation of music, theater, and dance for public performance;
- Media productions and/or related creative work;
- Scholarly research and writing leading to publication;
- Conference, seminar and workshop presentations, organization and/or participation;
- Service and/or leadership in professional/academic organizations and societies; and
- Reviewing the work of colleagues.
It is understood that such activities may frequently require a total time commitment beyond forty hours per week, but become part of the professional portfolio of the faculty member and are recompensed through advancement in the respective discipline.

Guidelines for Teaching Load Credit: The Division Head in consultation with faculty member, assigns lecture and lab workload credit proportionally.

I. Classroom:
   A. Lecture classes: 1 credit hour = 2 workload hours
   B. Large lecture classes and upper level graduate courses: 1 credit hour = 3 workload hours
   C. Lab classes: 1 contact hour = 1.5 workload hours
   D. Combined lecture and laboratory classes: Division Head, in consultation with faculty member, assigns lecture and lab workload credit proportionally
   E. Seminars: Division Head, in consultation with faculty member, assigns seminar(s) workload credit
   F. Supervision of instruction by TA's and/or Staff: 1 class (including multiple sections) = 1 workload hour

II. Performance Instruction:
   A. Private lessons: 1 contact hour = 1 workload hour
   B. Group class (e.g., studio class, repertoire class, pedagogy class): 1 contact hour = 1.5 workload hours
   C. Supervision of required directed readings and required independent studies: 1 contact hour = 1 workload hour
   D. Supervision of student teachers: 1 student teacher = 1.5 workload hours

III. Productions and Ensembles:
   A. Assignments (e.g. Directing/Conducting/Designing/Choreographing) to major productions and workshop productions where there is direct faculty involvement = 3 to 9 workload hours (the number of workload hours for the specific assignment is to be determined by the appropriate Division Head in consultation with a relevant department chair where applicable, and will depend on the scope, scale, and complexity of the production and the respective assignments.)
   B. Conductor of ensembles: the number of contact hours equals the workload credit. The Division Head may adjust the respective workload hours of a specific ensemble to reflect the extent of services for that ensemble.
   C. Required chamber (coached) ensembles: 1 contact hour = 1 workload hour
   D. Supervision of Staff: 1 contact hour = 1 workload hour

IV. Student Media Practicum Supervision:
   A. Supervision of Student Media Practicum = 3 to 4.5 workload hours

V. Special Interdisciplinary Class Projects, Service and/or Experiential Learning Class Projects:
   A. Special interdisciplinary class projects, or service/experiential learning class projects where there is direct faculty involvement = 3 to 6 workload hours

Guidelines for Administrative Load Credit

I. Division Heads: 12 hours (50%) of the 24 hours allocated to teaching responsibilities

II. Department Chairs (Area Head, Program Director, Department Head): Minimum 7 hours, determined in consultation with Division Head, of the 24 hours allocated to teaching responsibilities

III. Program Coordinators: Minimum of 1 hour, determined in consultation with Division Head, of the 24 hours allocated to teaching responsibilities

NOTE: As a divisional or departmental chair, one automatically assumes prescribed committee assignments. A program coordinator does not.

Appeals Process for Workload Assessment

If a faculty member is not satisfied with their workload credit, they may choose to have their workload credit assessed. The faculty member would meet with their academic unit head and the Associate Dean for Academic Affairs to discuss their workload and arrive at a mutually agreeable workload outcome.
UNIVERSITY OF CINCINNATI COLLEGE-CONSERVATORY OF MUSIC

STUDENT EVALUATION OF CLASSROOM TEACHING

Instructor ___________________________ Course Number ___________________________

Course Name ___________________________ Class Size ___________________________

Time of Day ___________________________ Semester & Year ___________________________

Class Level ___________________________ Student's Cumulative GPA _____________

Date ___________________________

Listed below are qualities that describe instructor behavior. Using the scale below (1 being the lowest rating and 5 being the highest rating) please rate your instructor on each item by circling the number that best indicates your assessment of that behavior.

1. Organizes subject matter effectively
   0 1 2 3 4 5

2. Is well prepared for class meetings
   0 1 2 3 4 5

3. Stimulates and motivates the student
   0 1 2 3 4 5

4. Varies the methods and procedures of the class
   0 1 2 3 4 5

5. Has a positive attitude toward the subject matter
   0 1 2 3 4 5

6. Has defined and stated goals and objectives clearly
   0 1 2 3 4 5

7. Shows a willingness to acknowledge various viewpoints
   0 1 2 3 4 5

8. Gives examinations appropriate for the course content and experiences
   0 1 2 3 4 5

9. Evaluates and grades students fairly
   0 1 2 3 4 5

10. Begins and ends class on time
    0 1 2 3 4 5

11. Shows a willingness to help students, particularly outside of class
    0 1 2 3 4 5

12. What has the instructor done especially well in the teaching of this course? __________________________

13. What suggestions would you make to improve the effectiveness of this class? __________________________

14. Considering the previous 13 responses, the size of the class, its goals and objectives, how do you rate the overall effectiveness of this instructor? 0 1 2 3 4 5

15. Is there some important aspect of the teaching/learning process that is not adequately evaluated by this form? If so, please indicate and describe. __________________________________________

16. General comments: __________________________________________________________

17. Evaluation of your own performance in this class: 0 1 2 3 4 5

   Briefly explain please: __________________________

REVISED: 1989
NAME OF INSTRUCTOR __________________________________________

Student degree program and major ______________________________ Date ________________

Please circle the number that best reflects your experience with your teacher in the questions below. 5 is the highest (excellent), 1 is the lowest (poor), and 0 indicates no opinion or not applicable.

The Instructor:

1. Identifies and corrects technique problems 0 1 2 3 4 5
2. Addresses musical considerations and problems 0 1 2 3 4 5
3. Organizes lesson time effectively 0 1 2 3 4 5
4. Possesses a thorough knowledge of literature (solo, excerpts, etc.) 0 1 2 3 4 5
5. Stimulating and motivating 0 1 2 3 4 5
6. Positive attitude towards the subject 0 1 2 3 4 5
7. Willing to help beyond normal lesson time 0 1 2 3 4 5
8. Willing to consider different approaches to applied performance 0 1 2 3 4 5
9. Evaluates and grades students fairly 0 1 2 3 4 5
10. What does the instructor do especially well? ___________________________________________ ___________________________________________

11. Do you have any suggestions for changes in teaching method(s)? __________________________

12. Considering all of the previous responses, how do you rate the overall effectiveness of this instructor? 0 1 2 3 4 5

13. Please make any other comments that you consider appropriate in evaluating this faculty member: ___________________________________________ ___________________________________________

14. Evaluate and circle your own level of commitment to and responsibility for doing the work: 0 1 2 3 4 5

15. Please check the appropriate statement:
   ___ I requested this teacher
   ___ I requested another teacher, but was assigned to this teacher
   ___ I did not indicate a teacher preference
Evaluation of Conductors, Choreographers and Dance Instructors, and Stage Directors

NAME OF INSTRUCTOR ________________________________ Date ____________

Name of Class _________________________________________

Degree Program Major __________________________________

Please circle the number that best reflects your experience with your teacher in the questions below.

5 is the highest (excellent), 1 is the lowest (poor), and 0 indicates no opinion or not applicable

1. Organization of rehearsals 0 1 2 3 4 5
2. Preparation for rehearsals 0 1 2 3 4 5
3. Effectiveness of the methods and procedures in the rehearsals 0 1 2 3 4 5
4. Expresses clear goals and objectives 0 1 2 3 4 5
5. Clarification of important artistic ideas 0 1 2 3 4 5
6. Begins and ends rehearsals on time 0 1 2 3 4 5
7. The performance is a natural outgrowth of the rehearsal process 0 1 2 3 4 5
8. Challenges the student to achieve a high level of performance 0 1 2 3 4 5
9. Ability to create a positive attitude in the rehearsal 0 1 2 3 4 5
10. Stimulates and motivates the student 0 1 2 3 4 5
11. Shows willingness to help students particularly outside of rehearsal 0 1 2 3 4 5
12. What has the instructor done especially well in this class? ________________________________

13. Do you have suggestions which might improve this class? ________________________________

14. Considering all of the previous responses, the nature of the class, its goals and objectives, how do you rate the overall effectiveness of this instructor? 0 1 2 3 4 5

15. Is there some important aspect of the teaching / learning process which is not adequately evaluated by this form? If so, please indicate:

16. Evaluate your own level of commitment to and responsibility for completing the work required for this class. 0 1 2 3 4 5

Explain briefly: ____________________________________________
Instructor: ___________________________  Course Title: ___________________________
Meeting Day & Time: ____________________  Semester/Year Date __________________
Circle Class Level:  Freshman  Sophomore  Junior  Senior
P/T Elective or Required ___________________________

Please answer all questions as thoughtfully and honestly as you can. We are interested in your responses. All data will be compiled separately and made available to the particular instructor after this semester. YOUR ANONYMITY IS INSURED.

Responses:
A = Excellent, outstanding
B = Good, well above average
C = Fair, average
D = Below average, somewhat disappointing
E = Very poor, very unsatisfactory
N/A = Not applicable

1  Was the instructor consistently well-prepared for class? ___
2  Was the information in the lectures presented clearly and succinctly? ___
3  Have the lectures been generally filled with valuable information? ___
5  Was the course successful in interesting you in new areas of the field? ___
4  Were the lectures generally enjoyable and interesting? ___
6  Has the instructor been generally enthusiastic and dynamic? ___
7  Were the structure and purpose of the course made clear from the start? ___
8  Has the instructor stuck closely to the syllabus? ___
9  Has the course successfully filled your expectations? ___
10  Did the lectures complement the text well? ___
11  How do you rate the textbook as a supplement to the lectures? ___
12  How would you rate the class overall? ___
13  How would you rate the instructor overall? ___
14  How does this class compare to others you’ve taken at UC in terms of the amount of information received? ___
15  Does the instructor seem to respect the opinions of the students? ___
16  Does the instructor seem to care about the students? Is she/he interested in them? ___
17 In terms of the amount of work involved in this class, has the instructor:
   __ Challenged you effectively
   __ Pushed you too hard
   __ Not enough challenge

1. Did you miss this class:
   __ Never
   __ Rarely
   __ Occasionally
   __ Often
   __ Very Often

2. The teacher has started this class promptly:
   __ Always
   __ Most of the time
   __ Irregularly
   __ A lot of time lost

3. The teacher missed the class: __ 0 times __ 1-2 times __ 3-4 times __ More than 5
   __ No recall of exact number

4. The exams and assignments / projects in this course have been:
   __ Very good, positive learning experiences
   __ Not very good
   __ Pretty good
   __ No exams / assignments
   __ Fairly good, about average

5. Do you feel this class will give you information and skills that will be of use to you in the
   broadcast profession: Yes __   No __

6. I have devoted time and effort in this class to learn and achieve a grade:
   __ More than most other courses I have taken in college
   __ More than I have in my average courses in college
   __ About the same as most of my other courses
   __ Less than I do in most of my courses

**Essay:** Please answer as clearly and honestly as possible: “If I could redesign this course, I would
make the following changes:”
Background

1) The University of Cincinnati is committed to professional and academic environments free of illegal discrimination. Illegal discrimination, including sexual harassment, will not be tolerated.

2) This policy applies to visitors, applicants for admission to or employment with the university, current students and employees who allege sexual harassment.

Policy

1) It is the policy of the University of Cincinnati that no member of the university community may sexually harass another. Anyone who violates this policy is subject to disciplinary action which may include suspension or termination.

2) Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

   a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic success; or
   b. Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or
   c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive working or study environment.

3) In addition, harassment without an overt sexual component can also violate the law and university policies where it is shown that the harassment is directed at an individual because of the individual's gender.

4) The university will take immediate steps to investigate and, as appropriate, to resolve complaints.

5) In determining whether alleged conduct constitutes sexual harassment, the university will look at the record as a whole and at the totality of the circumstances, such as the nature of the sexual advances and the context in which the alleged incidents occurred. The determination whether a particular action violates this policy will be made from the facts, on a case by case basis. In cases in which a hostile environment is alleged, a determination of a violation requires not only a finding that the victim regarded the environment as hostile but also that such conduct was severe, persistent or pervasive and would be considered hostile by any reasonable person. Offensive conduct that does not rise to the level of harassment, however, may be grounds for discipline under other applicable policies.

6) It is unlawful and against university policy to retaliate against anyone making a complaint of discrimination, including a complaint of sexual harassment, or for participating or cooperating in an investigation of such a complaint.
7) Although this policy statement relates specifically to sexual harassment, harassment that is directed against a person because of that person’s race, color, religion, national origin, sex, sex orientation, disability, status as a veteran, or age is also prohibited by law and by the university’s policies. For additional information on discriminatory harassment generally, with particular reference to the university’s enforcement policy as it relates to First Amendment issues, see the university’s *Policy Statement on Discriminatory Harassment* (Policy 1.3.x).

8) Questions about this university policy and requests for information about sexual harassment or the procedure for initiating a complaint of sexual harassment should be directed to one of the offices listed in Phone Contacts below.

**Procedures**

1) A staff or faculty member who reasonably believes that sexual harassment has occurred should immediately contact his/her supervisor and/or the Office of Equity & Inclusion.

2) The Office of Equity & Inclusion shall conduct a thorough investigation.

3) If an allegation is deemed valid, disciplinary action, up to and including termination, may be imposed upon the culprit.

**Phone Contacts:**

- Office of Equity & Inclusion 556-8463
- Office of Labor Relations and Policy Development 556-6372
- Office of the Senior Vice President and Provost 556-2588
- University Ombuds 556-5956
- UC Women’s Center 556-4401
- Any College Dean’s Office

**TITLE IX**

Title IX of the Education Amendments of 1972 is a federal civil rights law that prohibits discrimination on the basis of sex, gender, or gender identity in the university’s programs and activities.

Title IX prohibits discrimination on the basis of sex including retaliation against someone who has filed a report, is involved in an investigation, or otherwise asserted rights protected by Title IX. Individuals who experience sex discrimination are encouraged to report such incidents to the university. Employees are required to report information about possible sex discrimination of which they have notice.

**Mandatory reporters:** All university employees, except those specifically designated as confidential resources (*CAPS, Health Services, and the counseling services at Blue Ash and Clermont Colleges*), must report to the Title IX Coordinator any incidents of possible sexual harassment, sex discrimination, or retaliation on campus of which they are aware. Reports must be made within 24 hours using the [online reporting form](#) or to the Title IX Coordinator or a Deputy using the contact information provided above. University employees who are responsible for reporting possible sex discrimination, sexual harassment, and retaliation include all faculty, administrators, staff, residence coordinators, and residence advisors.
Introduction

1) The University of Cincinnati is committed to maintaining an environment where open, vigorous debate and free speech can occur. Free speech is an essential prerequisite of academic freedom.

2) The university also recognizes a right of equal access to and participation in its programs and activities. This right may be diminished or even nullified by expressions of racist, sexist, and other offensive expressions that create a hostile environment for any member of the university community. Although the university is deeply concerned by the effects of such speech, it cannot legally censor speech or punish those who exercise First Amendment rights. Because the university is committed to free speech and academic freedom, it believes the best remedy for racist, sexist, and other forms of destructive speech is its justifiable condemnation by the entire university community. The university is dedicated to using its full resources as an educational institution to combat intolerance, and urges each member of the community to assist in the struggle to achieve an institutional environment that is free of all vestiges of discrimination.

3) Although the university cannot, and does not intend to, censor speech or infringe upon the First Amendment rights of its members, it can and will sanction acts of discriminatory harassment that do not qualify for First Amendment protection. This policy statement defines discriminatory harassment and explains the university’s enforcement policies as they relate to faculty and staff.

4) It is a fundamental policy of the University of Cincinnati that discrimination on the basis of race, color, religion, national origin, sex, sexual orientation, disability, status as disabled veteran or veteran of the Vietnam era, or age shall not be practiced in any of its activities. Discriminatory harassment is a form of discrimination, and thus violates the University’s policy against discrimination.

5) This policy applies to visitors, applicants for admission to or employment with the university, current students and employees who allege sexual harassment.

Definition

Discriminatory Harassment is conduct that has the purpose or foreseeable effect of unreasonably interfering with an identifiable individual’s work or academic performance or of creating an intimidating, hostile, or offensive work or learning environment for that individual. It is not necessary that the consequences actually occur, but the test of whether they are foreseeable is to be determined objectively by reference to all the circumstances of the particular case. Discriminatory harassment is harassment that is based on the targeted individual’s race, color, religion, national origin, sex, sexual orientation, disability, status as veteran, or age. Discriminatory harassment includes sexual harassment, which is further defined in the policy statement on Sexual Harassment.

Policy

1) The specific rights, rules, and disciplinary procedures that apply to represented university employees, including faculty, are set forth in the collective bargaining agreements applicable to such employees. The rights, rules, and disciplinary procedures that apply to unrepresented employees are set forth in the university’s Human Resources Policies and Procedures Manual. Instances of discriminatory harassment engaged in by faculty, administrators, and staff will be handled using the standards and procedures set forth in those documents.

2) The university, as an employer, has a responsibility to provide a non-discriminatory and non-hostile environment for employees, for students, and for others it serves, such as visitors and patients.
The university takes this responsibility seriously, and will not knowingly condone rudeness and similar forms of verbal hostility which could result in creation of a hostile environment for any member of the university community. This means employees (including student workers) may be subject to discipline for offensive behavior that takes place within the employment context, when the same conduct outside that context might qualify for First Amendment protection.

3) The resources of the university, including those supplied by the Office of the University Ombuds, the Provost and the Office of Equity & Inclusion are available to assist and support the victims of racist, sexist, and other forms of discriminatory speech.

**Procedures**

1) A staff or faculty member who reasonably believes that discriminatory harassment has occurred should immediately contact his/her supervisor and/or the Office of Equity & Inclusion.

2) The Office of Equity & Inclusion shall conduct a thorough investigation.

3) If an allegation is deemed valid, disciplinary action, up to and including termination, may be imposed upon the culprit.

**Phone Contacts:**

1. Office of Equity & Inclusion 556-8463
2. University Ombuds 556-5956
3. Office of the Provost 556-1146
4. Anonymous Reporting Hotline 800-889-1547

**What is Title IX?**

**Title IX of the Education Amendments of 1972** is a federal civil rights law that prohibits discrimination on the basis of sex in the university’s programs and activities. Sexual harassment, including sexual violence, and retaliation are forms of discrimination prohibited by Title IX.

The university does not tolerate sex discrimination, sexual harassment, or retaliation and takes steps to ensure that students, employees, and third parties are not subject to a hostile environment in university programs or activities. The university responds promptly and effectively to allegations of sex discrimination, including sexual harassment and retaliation. It promptly conducts investigations and takes appropriate action, including disciplinary action, against individuals found to have violated its policies, as well as provides appropriate remedies to complainants and the campus community. The university takes immediate action to end a hostile environment if one has been created, prevent its recurrence, and remedy the effects of any hostile environment on affected members of the campus community.

**Reporting Options**

There are various ways to make a report or complaint of possible Title IX violations. You can make a report to the Title IX office via phone, email, walk in, online, or even have the Title IX Coordinator come to you.

**Andrea Goldblum**
Executive Director for Gender, Equity & Inclusion  
3115 Edwards 1, 3rd floor  
45 Corry Blvd  
Cincinnati, OH 45221  
Office: (513) 556-3349  
Fax: (513) 556-6587  
Email: Andrea.Goldblum@uc.edu titleix@uc.edu

Handles inquiries regarding discrimination, harassment, or retaliation based on sex, sexual orientation, gender, and gender identity or expression.

To make a report online, please click the appropriate link below:

[Make a Report Online](#)
[Make an Anonymous Report](#)
Reports to Law Enforcement:

Reports may also be made to the University of Cincinnati Police Department at (513) 556-1111, 51 West Corry Blvd, http://www.uc.edu/publicsafety.html.

Reports may be made simultaneously to law enforcement and the Title IX Coordinator/Deputy Title IX Coordinator.

Confidential Resources

If you would like to speak with someone confidentially about your reporting options or experience, please click here for a full list of on-campus confidential resources. All are trained to provide free support services to individuals who experience sexual violence.

UNIVERSITY OF CINCINNATI GRIEVANCE PROCEDURES

Please see http://www.uc.edu/aess/disability/grievance.html
RESPONSIBILITIES OF DIVISION HEADS

1. May normally chair search committees for open positions in the division; take responsibility for balance of areas of expertise within division.

2. Create class schedules for divisional offerings each semester and assign faculty to teach those classes.

3. Lead the division in long-range planning; provide leadership in formulating reasonable assumptions about future demands in the discipline and in making realistic plans for meeting those demands.

4. Prepare, administer, and monitor the divisional budget.

5. Administer student evaluations of teaching and course content for each course offered in the division one time per year as appropriate.

6. Administer all reappointment, promotion, and tenure decisions at the divisional level, taking full responsibility for all divisional initiatives required by the CCM guidelines and Article Seven of the AAUP/UC Agreement.

7. Make recommendations to the dean for merit pay increases within the division.

8. Institute outside review procedures where appropriate to assist in the reappointment, promotion, tenure, and merit pay increase decision making processes.

9. Conduct annual reviews of non-tenured and adjunct faculty.

10. Monitor collateral employment commitments of faculty within the division.

11. Provide leadership for divisional pursuit of outside grants and funding.

12. Work with Associate Dean for Academic Affairs to assure divisional faculty have appropriate teaching loads.

13. Maintain files of current course syllabi for all courses offered within the division.

14. Set up a system for the peer evaluation of teaching performance through classroom visitation of divisional faculty who are candidates for reappointment, promotion, tenure, and merit pay increases.

15. Administer audition and adjudication procedures for the division as appropriate.

16. Maintain a file of up-to-date curriculum vitae for all members of the division.

17. Provide leadership for recruitment and retention of top quality students within the division.

18. Supervise staff assigned to the division.

19. Report absences of faculty to Assistant Dean for Business Affairs for the purposes of payroll and sick leave adjustments. Monitor and approve use of substitute teachers for absent faculty.

20. Prepare and submit reports and data as required for university and external agencies.
OUTSIDE ACTIVITY REPORTING (OAR)
The annual report covering the prior twelve months must be submitted electronically no later than the date specified every year, usually in November for all University of Cincinnati full-time salaried and hourly employees including adjunct faculty (at 50% FTE or greater). New employees must also submit a report disclosing any outside activity that exists or is anticipated at the start of their appointment at UC. In addition, all faculty and staff who engage in research at UC are required to complete the OAR regardless of their FTE percentage. Please note that an individual may have appointments in multiple units, thus bringing their FTE to 50% or more.

If the information you submitted previously changes, you are required to update your report. You can log-in at https://webcentral.uc.edu/oar/index.cfm to do so.

3361:30-21-01 Employment: reporting of outside activities and interests
The university is subject to state and federal laws governing ethics, state contracting, and conflicts of interest. In addition, rule 3361:30-21-02 of the Administrative Code and rule 3361:30-21-03 of the Administrative Code require all employees to seek prior approval of any collateral employment in order to avoid potential conflicts of interest and commitment. To facilitate compliance with such laws and rules the university has established the outside activity report (OAR) for disclosure, review, approval and management of collateral employment as well as outside activities, relationships or interests in other entities that may involve conflicts of interest or commitment. All full-time university employees, and such part time employees as the president or the president’s designee shall direct, shall complete an OAR not less than annually and whenever there is an addition or change in reportable outside activities. The president or the president’s designee shall have the authority to adopt policies and procedures for the administration and requirements of the OAR process.
Effective: April 13, 2012

0-21-02 Employment: policy on collateral employment for faculty members and librarians.
(A) “Collateral employment” means any effort, whether within the university or with an external entity, including consulting work, that is in addition to an employee’s existing “UC” employment responsibilities.

(B) Faculty members and librarians may engage in collateral employment consisting of institutional and/or non-institutional effort, including work of a consulting nature, if

(1) The faculty member or librarian provides information regarding the proposed collateral employment in advance to the dean of the college or division concerned or the appropriate library administrator or vice president;

(2) Said dean or library administrator or vice president approves such collateral employment and agrees that the collateral employment:
   (i) Does not interfere with nor is inconsistent with the performance of the individual’s university duties; and
   (ii) Does not raise questions of conflict of interest in connection with other interests or work with which the individual, or the university, is involved.

Faculty members and librarians shall secure approval for all collateral employment utilizing on the university’s outside activity report system, and shall include all collateral employment on the annual outside activity report form as required by rule 3361: 30-21-01 of the Administrative Code.

(C) “Institutional effort” is service within the university or with an affiliated institution that is outside the scope of the faculty member’s or librarian’s normal employment.

(D) “Non-institutional effort” is the service faculty members and librarians provide outside the university during the normal work week for which they receive non-university compensation. Non-institutional effort that meets the criteria specified in paragraphs (B)(2)(i) and (B)(2)(ii) of this rule will normally be permitted by the university for full-time faculty and librarians to the extent that such activities do not exceed an average of one day of the normal work week and provided that the faculty member or librarian continues to fulfill all of his or her full-time university duties. Exceptions to this limitation may be made upon approval of the dean and the vice president.

UNIVERSITY GRADING POLICIES
https://www.uc.edu/registrar/faculty_resources/grading_scales.html
Faculty members seeking external financial support must contact their division head for assistance in determining whether specific needs can be approved for integration into the funding priorities of the division. If the project is approved as a divisional priority, the faculty member and division head must contact the Dean’s Office for consultation on placement in college-wide funding priorities.

For projects so approved, the CCM External Relations Office may assist in identifying and soliciting external sources. Approaches to specific donors must receive prior clearance from the UC Foundation to avoid conflicting appeals from University components. Final grant applications must be processed through the CCM Business Office and the University Office of Sponsored Programs.

Suggested Sources of Funding

1. CCM Division Heads/Dean
2. CCM Travel, Special Projects, and Faculty Development Committee
4. Office of Research Funding [http://research.uc.edu/funding/overview](http://research.uc.edu/funding/overview)
5. Office of the Provost 556-2588. Faculty Resources [https://www.uc.edu/provost/faculty1/faculty-resources.html](https://www.uc.edu/provost/faculty1/faculty-resources.html)
COPYRIGHT CONSIDERATIONS

Within the educational context, certain exceptions exist for the copying and use of copyrighted materials, including text-based resources (such as books, articles, and dissertations, accessed in print and online) and music (accessed in print and through recordings). For guidance about contexts in which the TEACH Act and fair use provisions can allow use of materials that are protected by copyright and rights licenses within a learning environment, see https://libraries.uc.edu/research/copyright.html. Because copyright is a rapidly changing landscape, this website is kept up-to-date by UC’s Scholarly Communications Library Publications Coordinator. You may contact him/her or the Head of the CCM Library for help with questions about music and copyright.

USE OF CCM FACILITIES

GENERAL
Any occupancy or use of CCM facilities must be scheduled through the CCM Scheduling Office. According to University regulations, all use of facilities must assure that the primary goals and objectives of the University itself are being met. To this end, the academic programs of the University shall have priority in the use of CCM facilities.

PREPARATORARY DEPARTMENT
Graduate teaching assistants and teachers employed by the Preparatory Department are authorized to use assigned space for teaching students who are registered to study at CCM. Only students who are officially registered through the University of Cincinnati may be taught in University facilities by graduate assistants or Preparatory Department teachers.

STUDENTS
No student may use CCM facilities for personal private teaching.
RECITAL AND PERFORMANCE SCHEDULING POLICY

The CCM Scheduling Committee oversees the preparation of the CCM Master Calendar for each year; it seeks to achieve a balance within the extraordinary demands and complexities of the college's performance needs.

Scheduling Faculty Recitals

Faculty recitals are scheduled in the spring (usually late March or early April) for the following school year after major productions and major ensemble performances have been scheduled. Faculty members will receive notice from the scheduling manager regarding the procedure for scheduling. Standard recital times are 8pm on weekdays, 4pm on Sundays. Faculty recitals may only be scheduled on-campus during the first 7 weeks of each semester.

Submit all program information no later than two weeks before the concert date. Within 2-3 business days, we will notify you that a proof is ready. All corrections or changes must be turned in by 12:00 noon one week before the performance date. This allows time for printing and posting the program in advance of the performance.

TICKETING POLICIES

Complimentary Tickets

All full-time CCM faculty and staff are entitled to two complimentary tickets for all regular CCM events during the academic year. For events where advance reserved seats are required, such as for Opera, Musical Theater and Drama productions and for the Feast of Carols, faculty must order complimentary tickets by the deadline announced by the Box Office.

NOTE: Failure to notify the Box Office at least two hours in advance that reserved complimentary tickets will not be used results in the faculty member being charged the general admission price for the tickets to compensate the performing group for the lost sale.

Ticketing of Events

Only those events meeting the criteria established by the CCM Scheduling Policy committee may be ticketed. Any faculty member who wishes to sell tickets must request permission through the appropriate division head before April of the academic year preceding the one in which the event is scheduled; if the division head supports the request, it will be presented to the Scheduling Committee before May of that year for the approval of the committee.
CCM’s Public Information Office is responsible for handling those marketing and communications activities that affect audience attendance, student recruitment, fundraising and overall institutional advancement. Working in conjunction with UC’s Division of Governmental Relations and University Communications (GRUC), the Public Information Office seeks to maintain a high profile for CCM both within the community and on a national/international scale.

MARKETING MATERIALS AND BRANDING GUIDELINES
CCM’s Public Information Office serves as a clearing house for all college-specific marketing materials. The office works to ensure that CCM maintains a consistent and professional image in the release of public information. All CCM-related promotional materials, including print and digital materials, must be prepared in collaboration with the Public Information Office to ensure compliance with the institution’s existing branding standards. UC’s Branding Strategy and Guidelines are accessible online by visiting http://www.uc.edu/ucomm/brand.

Faculty members can assist by providing CCM’s Public Information Office with accurate, thorough and timely information about upcoming performances, publications, artistic achievements and other contributions to their fields. Sufficient lead time is essential for effective promotion as media deadlines vary from four weeks to three months.

UC implemented a university-wide stylebook for written communications in 1994, which CCM is required to follow. The UC Stylebook is intended as an adjunct to the Associated Press (AP) Style Guide and Libel Manual primarily and the Merriam-Webster Dictionary secondarily. All print and digital content will be edited by the staff in the Public Information Office to meet the standards established in the UC Stylebook. The UC Stylebook is accessible online at http://www.uc.edu/ucomm/resources/stylebook.

MEDIA RELATIONS
CCM’s Public Information Office serves as the college’s liaison with media/news outlets and is responsible for conveying the official CCM position on issues of general impact or situations that are of a particularly sensitive nature. If individual faculty members receive inquiries from the media about such issues, they should be referred to the Public Information Office. Depending on the specific circumstances, the Public Information Office may designate another CCM administrator, faculty or staff member to serve as spokesperson on a particular issue.

In cases of critical significance to the college, the Public Information Office will work with other university officials to detail the known facts of a situation and summarize the university’s position. In the event of a crisis or emergency situation, Public Information Office, the CCM Dean and UC GRUC will handle all contacts with the media, and will coordinate the information flow from the university to the public. In such situations, all departments should refer calls from the media to CCM’s Public Information Office.

Because positive media solicitation is an integral element of CCM’s communications program, any ideas for articles or news releases that would positively portray the college, its work or its community should also be directed to CCM’s Public Information Office. News tips and story ideas can be submitted electronically at http://ccm.uc.edu/about/villagenews/share.

The Public Information Office should also be notified about negative occurrences that are likely to rise to the level of a news story. For additional information, please view UC’s Summary of What Makes News by visiting http://www.uc.edu/ucomm/news/before_posting/what-makes-news.

Members of the faculty and staff are free to respond to requests from the media regarding their own research, scholarship, teaching, performances, events or professional expertise. In such cases, CCM’s Public Information Office should still be notified of these inquiries. Such notification can be particularly important if follow-up inquiries are made with other university personnel to ensure a coordinated, consistent CCM response.

Guidelines for communicating with the media when the issue is non-controversial and limited to the faculty/staff member’s area of expertise:

• Obtain the name of the reporter and the media organization that they represent. This information should be included when the Public Information Office is notified.

• Be prompt, helpful and honest in your responses. All contacts from the media should be returned as soon as possible, within no more than half a business day. If that is not possible, an alternate employee (if appropriate) or the Public Information Office should be asked to handle the request.
SOCIAL MEDIA
The University of Cincinnati’s Communications Department authorizes and oversees all UC Social Media Presences, which includes all accounts related to CCM programs and activities. Prior to establishing or substantially changing any UC Social Media Presence of any kind, personnel must work through CCM’s Public Information Office to secure written approval from University Communications via the Director of Digital Communications.

UC’s Social Media Policy is available online at http://www.uc.edu/ucomm/web/social_media/social-media-policy.

ONLINE DIRECTORY LISTINGS/FACULTY BIOS
The directory listings and faculty bios that appear on various UC and CCM websites are handled centrally by IT@UC, rather than being manually maintained by CCM’s Public Information Office. IT@UC has created two portals, which allow faculty members to maintain their own listings:

- **UC Directory – Preferred Name, Title and Contact Information** (email address, telephone number, office location): log into https://ucdirectory.uc.edu/updates/clslogin.asp using your UC Central Login Service username and password.
- **UC eProfessional – Preferred Name, Title, Bio and Headshot**: log into https://webcentral.uc.edu/eprof using your UC Central Login Service username and password. Once you are logged in, you can manage your profile picture and/or edit your CV. Please note that this information that will appear on the CCM website exactly as you enter it.
  - **Headshot Requirements**: portrait image must be sized to exactly 180px wide by 231px tall to display correctly. CCM’s Public Information Office can help you upload your headshot to eProfessional!
  - **Bio Requirements**: cannot exceed 560 words.

Please note that faculty members’ preferred names and titles must be updated at both portals listed above in order to appear consistently on CCM and UC websites.

**INSTRUMENT AND EQUIPMENT LOANS**
(updated November 2017)

Forms are available to use or to modify for use in loaning out instruments and equipment that belong to CCM. The purpose of the form is to make our policies on loans more uniform throughout the college and to make students more aware of their responsibilities regarding the care of the equipment and the date and time of the return. These forms have the approval of the UC Risk Management office; any instruments or equipment that belong to UC are in fact covered by UC insurance so that if they are lost or stolen UC will submit a claim to our insurer. However, Risk Management may first approach the student for damages when there has been any abuse of the duty the student had to care for the equipment; this form serves to heighten student awareness of the responsibility to properly care for the borrowed item. UC will cover only if the instrument or equipment is being used for official University business. A student using it for their audition or competition would not be considered University business. There is currently a $1,000.00 deductible per occurrence. This deductible comes from the department-in which the equipment resides. This is the reason that we request the student to insure the instrument when it is in their possession. There is also the consideration if the instrument is leaving the country for a period of time. For loan of CCM instruments and equipment to non-CCM students, organizations and individuals, please see the Senior Director, Performance and Operations, Office of Performance Management for proper procedures.
POLICY REGARDING

UC INSURANCE COVERAGE AND PROCEDURES IN CASE OF THEFT

University Property.

In case of theft, the procedure is as follows:

1. Call UC Police immediately, Ext. 6-1111, and report the theft. An officer will come to take a report and will initiate an investigation.

2. Report the theft to the Building Operations Manager with as much detail as possible regarding the circumstances and value of item(s) stolen. The Building Operations Manager will relay the information to the Senior Director of Performance & Operations.

Personal Property

Call UC Police to report a theft of personal property as you would for university property. However, please be aware that University insurance does not cover personal property except under circumstances described below. Be sure that your own homeowner’s insurance covers your property while on UC premises. UC insurance covers personal property only if:

1. An item of personal property is under the care, custody and control of the department or college and this fact is properly registered with the Risk Management and Insurance Office. If you have a piece of personal property officially on loan to CCM, a letter from your division head stating this fact should be filed with the UC Risk Management and Insurance office, M.L. #785, with a copy to the Building Operations Manager. Include in the statement a replacement value for each item; or

2. It can be established that UC negligence is responsible for loss of or damage to this property.

Please consult the Risk Management website for further information on University insurance policies: http://www.uc.edu/gencounsel/rmi/insurance.html

What is not covered?

While the University recognizes its responsibility to provide an environment that is as safe and secure as possible for students, faculty, staff and patrons, it cannot accept responsibility for loss of personal property and has no obligation to provide insurance for such property. Personal property would include, but is not limited to, personal vehicles, wallets, purses, artwork, decorations, cell phones, computer tablets, books, periodicals and other materials whether or not they are used in conjunction with an individual’s employment or school responsibilities at the University. Any personal property brought onto the University or into the workplace is done so at the individual’s own risk.

Insurance details:

<table>
<thead>
<tr>
<th>Describe</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deductible (self-insured)</td>
<td>$100,000</td>
</tr>
<tr>
<td>Departmental portion of deductible</td>
<td>$1,000 if claim is filed within 30 days</td>
</tr>
<tr>
<td>Departmental portion of deductible - theft of portable items (laptops, tablets, etc.)</td>
<td>$2,000 if claim is filed within 30 days</td>
</tr>
</tbody>
</table>

NO SMOKING POLICY

August 24, 2016: Board of Trustees votes to ban all forms of tobacco on all campuses as of May 1, 2017.

Board Rule 3361: 10-17-06, Conduct and ethics: tobacco and smoke free environment. http://www.uc.edu/content/dam/uc/trustees/docs/rules_10/10-17-06.pdf
ACADEMIC LEAVE

Academic Leave is covered in the Collective Bargaining Agreement in Article 25 which faculty will need to review before applying.

After at least 6 years of full-time service, faculty members may take an approved academic leave. Applications must be submitted electronically on a standard from provided by the University in the year before the requested leave by October 31.

SICK LEAVE

Sick Leave is covered in the Collective Bargaining Agreement in Article 17 which faculty are encouraged to review.

When using full or partial sick leave, the faculty member shall immediately notify his or her Academic Unit Head and advise him/her of the estimated duration of absence.

All use of full or partial sick leave must be reported via the University’s ESS electronic time off request form.
STUDENT REQUEST FOR SHORT-TERM LEAVE OF ABSENCE

Students within the College-Conservatory of Music occasionally receive opportunities for professional employment which necessitate their absence from school responsibilities for varying periods of time. A student, of course, always has the option to cancel the registration or to withdraw from school in order to accept professional employment. However, there are a few cases where employment is temporary and short-term, and the student wants to maintain status as a currently registered student. In these latter cases, the student must obtain permission to accept such employment and be granted a short-term leave of absence. (Short-term is defined as an extended period of time within a semester and less than a full semester in duration.)

PROCESS

1. The student will submit a formal written request to the Associate Dean for Academic Affairs. This request must delineate all essential details as suggested on the attached form.

2. Upon receipt of the written request, the Associate Dean for Academic Affairs will appoint and convene a special committee appropriate to the student's degree program and major and to the professional employment opportunity. (Committee membership will include, but not be limited to, the student's primary teacher, the program advisor, and the head of the division in which the program resides.) This committee will consider solely whether the specific professional employment opportunity is appropriate for the student's professional development. If the recommendation from this committee is negative, the Associate Dean for Academic Affairs will notify the student in writing that the request for a short-term leave of absence has been denied, and the process will cease.

3. If the recommendation from the committee named above is positive, the Associate Dean for Academic Affairs will appoint and convene a second committee which will examine what impact a short-term leave of absence would have on the student's obligations to the College-Conservatory of Music. (Membership on this second committee will include those persons appointed to the initial committee and other faculty members whose programs or performances will be most affected by the leave of absence.) Before convening this committee, the Associate Dean for Academic Affairs will obtain from the instructor for each course in which the student is registered, written documentation indicating whether the student must drop the course or the course work missed can be completed otherwise. If the latter situation prevails, the instructor will delineate the specific conditions for completing the required work for classes missed during the leave of absence. (It is imperative for the student to understand that no faculty member is obligated to make any special arrangements for the student to accommodate a leave of absence.) After all written documentation has been received, the committee will meet to consider the total pool of information and to provide a recommendation. The recommendation of this committee will be communicated to the student in writing by the Associate Dean for Academic Affairs.

4. If the recommendation is to approve the short-term leave of absence, the letter will specify the conditions for each course and any scholarship and fellowship considerations for the student. After the student receives this letter with the conditions specified, the student has the option of (1) accepting the leave with its conditions or (2) declining the leave and remaining in school.

5. If the final decision is negative and the student decides to withdraw from school in order to accept the professional employment, that student forfeits all scholarships and all rights of registration within the degree program. If the student wishes to return to the College-Conservatory of Music at a later date, that student will be treated as a new student and must proceed through the normal admissions process.