

MERCER UNIVERSITY

TOWNSEND
SCHOOL
OF MUSIC

Faculty Handbook

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

Revised September 2021

The Townsend School of Music continues to improve its policies and practices during each academic year. The Mercer University Faculty Handbook supersedes any College, Department, or Program Faculty Handbook. The [Mercer University Faculty Handbook](#) is generated from the Office of the Provost.

Mercer University
Townsend School of Music

Faculty Handbook

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

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Mission Statement:

The Townsend School of Music fosters excellence in musical learning within the context of a comprehensive university environment. Undergraduate and graduate studies prepare musicians for careers in performance, music education, church music, and musical scholarship.

Vision Statement:

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

1. Organization of the School**1.1. Academic Administration**

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

Administration:

Dean
Associate Dean
Director of Undergraduate Studies
Director of Graduate Studies
Director of Robert McDuffie Center for Strings

Staff:

Administrative Assistant to the Dean
Coordinator, Center for Strings
Music Administrative Secretary

Areas:

Academic Studies Areas
Church Music
Music Education
Music History
Music Theory and Composition

Performance Studies Areas:

Conducting
Instrumental (Woodwinds, Brass, Percussion)
Keyboard (Piano, Organ, Collaborative Piano, Harp, Guitar)
Strings
Vocal

Large Ensembles:

Instrumental (Jazz, Orchestra, Wind)
Marching Band
Vocal (Choral, Opera)

Small Ensembles:

Chamber Groups (e.g. Brass, Harp, Jazz, Percussion, Strings, Woodwinds)

Programs:

Jo Phelps Fabian Center for Musical Excellence
Joan Stockstill Godsey Center for Keyboard Studies
Robert McDuffie Center for Strings (“the Center”)
Townsend – McAfee Institute for Graduate Studies in Church Music

Standing Committees:

Dean’s Council
Executive Committee
Tenure, Promotion, and Peer Review Committee (“TP&PR”)
Discover Townsend Concert Committee
Library Committee
Student Handbook Committee
Fabian Distinguished Music Scholars Committee
Graduate Admissions Committee
Artist Diploma Committee
Curriculum Committee
Faculty Development Committee

1.2. Administrative Staff

The administrative staff of the School consists of an Associate Dean, the Director of Undergraduate Studies, the Director of Graduate Studies, the Director of the Robert McDuffie Center for Strings, an Administrative Assistant to the Dean, a Center for Strings Coordinator, and other supportive secretarial staff.

1.3. Functions of the Dean

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

- To lead in the design, development, and implementation of the educational program and to promote the effectiveness of the curriculum and instructional procedures
- To provide for the recruitment and selection of qualified faculty and to foster faculty development
- To review faculty eligibility for promotion and tenure, to conduct systematic evaluation of faculty performance, and to make recommendations to the Provost and the President concerning faculty appointments, rank, tenure, salary, and sabbatical leaves
- To preside over the faculty, to assure the effective organization of the faculty, and to foster faculty collegiality
- To develop plans for the continued development of the School
- To work actively with the University Office of Advancement and Development to create plans for procuring funding for the development of the School
- To develop recommendations to the Provost and the President regarding the operating budget for the School
- To represent the School on the Council of Deans and to collaborate with administrative officers of the University in the refinement, development, and revision of University policies
- To supervise the registration, progress, and educational well-being of the students
- To foster the recognition and accreditation of the School by the National Association of Schools of Music
- To promote understanding and support of the School by its constituents
- To promote the effectiveness of library and instructional support services for the School
- To advocate the effectiveness of Student Affairs and to enhance the well-being and safety of students
- To promote the effectiveness of institutional support services, plant operation and maintenance programs, and security services for the School
- The Dean is responsible for budget preparation for the School's operation and assuring adherence to the approved budget of the School. The administration of the budget must occur within the framework and limits of the University fiscal policy

1.4. Functions of the Associate Dean

- To represent the Dean when the Dean is absent from campus. The Associate Dean acts with the full authority of the Dean's office
- To serve on the Dean's Council
- To assist the Dean in the development and coordination of a comprehensive student recruitment program in consultation with the faculty recruitment committee
- To assist the Dean and the University Development office in the creation and implementation of a comprehensive development strategy for the Townsend School of Music
- To serve as liaison to the Dean for undergraduate enrollment
- To assist the Dean with special projects to be determined

1.5. Functions of the Director of Undergraduate Studies, the Director of Graduate Studies, and the Director of the Robert McDuffie Center for Strings

1.5.1. The chief responsibilities of the Director for Undergraduate Studies are:

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

1.5.2. The chief responsibilities of the Director for Graduate Studies are:

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

1.5.3. The chief responsibilities of the Director of the Robert McDuffie Center for Strings are:

- Reports directly to Robert McDuffie and will be responsible for the management of the Center
- Develops and manages the budget of the Center
- To ensure that the Center's core mission is fulfilled
- To attract and retain talented strings students, and promote the Center and its program locally, nationally and internationally
- To coordinate with the faculty of the Center and Robert McDuffie in the identification of outstanding prospective students and organizes the recruiting of those students to Mercer
- To provide career and educational guidance for students enrolled in the Center
- To coordinate the schedules of the Distinguished Visiting Artists
- To schedule and promote Center activities and Young Artist Concerts
- To negotiate contracts for guest artists in Fabian Concert Series
- To meet with prospective donors

- To represent the Robert McDuffie Center for Strings in various recitals, concerts, and chamber music festivals
- To schedule all coaching, master classes and lessons
- To teach the Center violinists
- To coordinate with all university offices for the Center including School of Music, Admissions, University Advancement and University Relations
- To organize and coach Chamber Music Groups
- To plan and implement the Robert McDuffie and Friends Labor Day Festival for Strings each year

1.6. Functions of the Area Chairs and Program Directors

The responsibilities of the Area Chairs and Program Directors shall be:

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

1.7. Functions of the Faculty

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

- To organize and conduct educational programs and courses of instruction in accordance with the policies of the Board of Trustees
- To admit candidates for degrees in accordance with the policies of the Board of Trustees
- To determine academic policies which effectively carry out the mission of the University within the policies of the Board of Trustees
- To evaluate student academic progress and to recommend candidates for degrees
- To assist in organizing and conducting programs and services for the support of student development
- To review the effectiveness of programs of instructional support and to make recommendations to the President for the improvement of these programs
- To contribute to the advancement of knowledge through open inquiry
- To make recommendations to the President concerning revision of the scope of educational programs and of the educational policies of the Board of Trustees

1.8. Committees of the Faculty

1.8.1. Dean's Council

Membership – The Dean's Council shall consist of the Dean, the Associate Dean, the Director of Undergraduate Studies, the Director of Graduate Studies of the School, and the Director of the Robert McDuffie Center for Strings.

Functions – The responsibilities of the Dean's Council shall consist of taking action on practical matters of the day-to-day running of the School. The Dean's Council is responsible for overseeing the implementation of policies set by the faculty and the coordination of the normal activities of the School with those of the University.

1.8.2. Executive Committee

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

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

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

1.8.3. Tenure, Promotion, and Peer Review Committee

The Tenure, Promotion, and Peer Review Committee (TP&PR) shall advise the Dean regarding the awarding of tenure or promotion to individual faculty members, and shall report on peer evaluations (see 3.5.1. - 3.5.3.).

1.8.4. Discover Townsend Concert Committee

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

1.8.5. Library Committee

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

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

1.8.6. Student Handbook Committee

The Student Handbook Committee will review and revise the student handbooks on an annual basis, updating and revising the Student Handbook to reflect the policy decisions made by the Townsend School of Music Faculty.

1.8.7. Fabian Distinguished Music Scholars Committee

The Associate Dean coordinates with the Office of Undergraduate Admissions the admission and audition process and subsequent scholarship opportunities. The Committee will screen and review all admission qualifications; select, and recommend to the Office of Undergraduate Admissions students who will receive the award.

1.8.8. Graduate Admissions Committee

The Graduate Admissions Committee shall shape the admissions policies for all graduate programs. The committee shall advise the Director of Graduate Studies concerning student admissions that do not meet the approved guidelines. In addition, the Committee will assign graduate assistantships and have input in the development of recruitment strategies in consultation with the Associate Dean.

1.8.9. Artist Diploma Committee

The Artist Diploma Committee is charged with governance of the Artist Diploma program at the Townsend School of Music. Committee oversight and duties include administration of the diploma program, maintaining artistic integrity of the program, dealing with academic issues related to the program, and overseeing admissions issues regarding matriculation into the program. The Committee is chaired by the Director of Graduate Studies and the Director of the McDuffie Center for Strings and the Keyboard Studies Area Chair sit on the Committee. The Dean of the School is an ex officio member of the Artist Diploma Committee.

1.8.10. Curriculum Committee

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

- the requirements for graduation
- the requirements for academic honors
- the addition and deletion of courses
- the addition and deletions of majors and minors or Areas of emphases
- any changes in requirements for majors within any Area or program
- any deletion or addition of academic programs offered within the School, and any substantive changes within such programs
- institutional testing programs insofar as they have significance for evaluation and/or improvement of the educational plans, programs, and instruction

The Curriculum Committee may deal with any of the aforesaid matters presented to it by the President, the Provost, the Dean, or Area Chairs. The Committee may also initiate any inquiries of its own that seem advisable in the interest of the educational program of the School.

1.8.11. Faculty Development Committee

The responsibilities of the Faculty Development Committee shall consist of the following:

- To receive or initiate any proposal concerning the professional development of faculty members
- To promote the professional development of the faculty through sponsorship of workshops, seminars, and activities, especially those which enhance the implementation of the goals of the School

- To propose programs or policies which facilitate the pursuit of scholarly, pedagogical, and artistic endeavors by individual faculty members

1.9. Handbook Revisions

1.9.1. Student Handbook Revisions

Revisions and additions to the Townsend School of Music Student Handbook are handled annually by the Director of Undergraduate Studies and the Director of Graduate Studies

1.9.2. Faculty Handbook Revisions

Revisions and additions to the Townsend School of Music Faculty Handbook may be made with a 2/3 approval vote of the TSM music faculty. The Faculty Handbook Committee will review and revise the Faculty Handbook on an ad hoc basis.

1.9.3. Adjunct Faculty Handbook Revisions

Revisions and additions to the Townsend School of Music Adjunct Faculty Handbook are handled annually by the Dean and Director of Undergraduate Studies.

2. Policies and Procedures Related to Instruction

2.1. Calendar and Class Schedule

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

During the nine-month academic year, classes usually meet on a Monday – Wednesday -- Friday (MWF) or Tuesday – Thursday (TR) schedule. The class periods are fifty (50) minutes in length on MWF. On TR, the length is seventy-five (75) minutes. Rehearsals meet on specified days for varying lengths of time.

2.2. Admissions

2.2.1. Undergraduate Admissions

- An audition is required for incoming students.
- Prospective music majors and minors should contact the School office to schedule an audition appointment and musicianship diagnostic exam.
- Scholarships are available; students will be considered for such scholarships when they audition. However, music scholarships cannot be offered UNTIL the prospective student has been accepted by the University.
- Music students are initially accepted into the School as intended music majors. At the end of the first year of study, each music student who desires to proceed into upper-level study toward a specific music major must request permission to pursue that major using the “Acceptance to Music Major” form.

- A 3.0 applied music GPA and a 2.0 academic GPA are required to be accepted as a music major. A student may be provisionally accepted with the understanding that the expected GPA levels will be attained within another academic year of study.

Application Process for Undergraduate Students:

- Completed Application Form with non-refundable application fee payable to Mercer University, and submit all academic information as required by the Office of Undergraduate Admissions. The fee must accompany the application.
- Optional official SAT and/or ACT scores. (Scores on official high school transcripts are accepted.)
- Personal Statement
- Letter of recommendation from teacher or high school college counselor
- Additional academic letter of recommendation from teacher or high school college counselor for test optional applicants
- Students may apply to Mercer University's traditional undergraduate program through the Early Action Deadline (November 15) or the Regular Decision Deadline (February 1). Applications are accepted at any time, but evaluations do not begin until September of an applicant's senior year of high school. An admission decision is rendered once all official documents have been received (high school transcripts, optional SAT/ACT scores, recommendation letter). An applicant is notified of his/her admission or denial within two to four weeks of the completed application having been received and processed by the Office of University Admissions. All final high school and college transcripts are required prior to enrollment.

2.2.2. Robert McDuffie Center for Strings Undergraduate Admissions

- A prescreening recording and an audition are required for incoming students.
- Prospective strings majors apply [here](#) by December 1.
- All accepted students will receive a full tuition scholarship, and will be eligible for additional funding to cover the cost of room and board. However, music scholarships cannot be offered UNTIL the prospective student has been accepted by the University.
- Music students are initially accepted into the School of Music as intended music majors. At the end of the first year of study, each music student who desires to proceed into upper-level study toward a specific music major must request permission to pursue that major using the "Acceptance to Music Major" form.
- A 3.0 applied music GPA and a 2.0 academic GPA are required to be accepted as a music major. A student may be provisionally accepted with the understanding that the expected GPA levels will be attained within another academic year of study.

Application Process for Robert McDuffie Center for Strings Undergraduate Students:

- Completed Mercer University Application Form with non-refundable application fee payable to Mercer University, and submit all academic information as required by the Office of Undergraduate Admissions. The fee must accompany the application.
- Optional official SAT and/or ACT scores. (Scores on official high school transcripts are accepted.)
- Personal Statement
- Letter of recommendation from teacher or high school college counselor

- Additional academic letter of recommendation from teacher or high school college counselor for test optional applicants
- Students may apply to Mercer University’s traditional undergraduate program through the Early Action Deadline (November 15) or the Regular Decision Deadline (February 1). Applications are accepted at any time, but evaluations do not begin until September of an applicant’s senior year of high school. An admission decision is rendered once all official documents have been received (high school transcripts, optional SAT/ACT scores, recommendation letter). An applicant is notified of his/her admission or denial within two to four weeks of the completed application having been received and processed by the Office of University Admissions. All final high school and college transcripts are required prior to enrollment.
- Prospective Strings majors must also submit a Robert McDuffie Center for Strings application form by December 1, which can be found [here](#).

2.2.3. International Undergraduate Admissions

2.2.3.1. Full Admission

- Official high school transcript with official translations in English. Approved agencies are members of the National Association of Credential Evaluation Services (NACES) or from the American Association of Collegiate Registrars and Admissions Officers (AACRAO).
- Proof of English proficiency as demonstrated by acceptable SAT or ACT test scores (official TOEFL scores of 80 IBT, 213 CBT, or 550 PBT) or IELTS score of 6.5 or successful completion of Mercer University English Language Institute course. Qualified students with scores below these minimums, or who have no TOEFL or IELTS score, may be conditionally admitted contingent upon their successful completion of English Language Institute (ELI) course(s) on the Atlanta campus. Placement testing is done upon arrival for conditionally admitted students who have no TOEFL score.
- Personal interviews may be required

2.2.3.2. Conditional Admission

Students who are accepted conditionally must complete the English Language Institute. To be accepted conditionally, students must submit the following:

- Official high school transcript with official translations in English. Approved agencies are members of the National Association of Credential Evaluation Services (NACES) or from the American Association of Collegiate Registrars and Admissions Officers (AACRAO).
- Letters of recommendation in English (maximum of three) from former teachers, colleagues, or professionals who can comment on the student’s academic potential

2.2.4. Transfer and Transient Credit – Undergraduate Admissions

Transfer credits and advanced placement in music courses will be accepted contingent upon examination. This will ensure that the student is placed in the appropriate music course level for his or her ability. Students who wish to earn transient credit from another institution while enrolled in the BA in Music, BME, BM Elective Studies, or BM Performance programs must have prior approval from the

Director of Undergraduate Studies. Neither transfer credit nor transient credit may be used to meet the residency requirement.

2.2.4.1. International Transfer Student Admissions

International transfer applicants must submit official transcripts for university-level work completed or attempted outside the United States, as well as official transcripts for courses taken in the United States. All transcripts from post-secondary institutions outside of the United States must have a course-by-course evaluation completed by an approved agency. Approved agencies are members of the National Association of Credential Evaluation Services (NACES) or from the American Association of Collegiate Registrars and Admissions Officers (AACRAO). Mercer will perform an evaluation based on the course-by-course evaluation report received directly from one of the approved agencies and in accordance with the same guidelines as those for nationally-accredited institutions. Note: Students will not be awarded English credit from international institutions.

Students who have completed at least one year of university-level work are not required to submit high school transcripts but are required to submit official copies of all university transcripts with official copies in English.

2.2.5. Graduate Admissions

Applicants for the graduate programs in music, including Artist Diploma applicants, must hold a bachelor's degree in music from a NASM accredited university or college. Acceptance will be based on completed application, an audition in a solo performance Area, or conducting.

Application Process for Graduate Student Admissions:

- Completed Application Form with non-refundable application fee payable to Mercer University. This fee must accompany the application.
- Official transcripts of all academic records sent in a sealed envelope from all colleges and universities attended.
- Curriculum vitae (summarizing academic, performance, and employment information). Optional: examples of involvement in liturgical, musical, or artistic activities.
- Repertory list of major performance Area
- A writing sample, such as a term paper, thesis, course paper, etc.
- A short essay (500-1000 words) relating your goals pertaining to this degree.
- Two or three letters of recommendation. The Recommendation Form should accompany each letter of recommendation. Confidential letters of recommendation may be emailed directly to the Director of Graduate Studies.
- Official TOEFL scores (80 IBT, or 213 CBT, or a minimum score of 115 on Duolingo) (if applicable). **A minimum score of 22 is required on the verbal communications portion of the TOEFL examination, or a minimum verbal communications score of 55-60 on the Duolingo exam.**
- An audition will be scheduled following the completion of the application process.

2.2.6. International Graduate Admissions

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

- Any student who is admitted to a graduate program in music at Townsend School of Music must currently possess the equivalent of a baccalaureate degree (e.g., Bachelor of Arts in Music, Bachelor of Science in Music, Bachelor of Music).
- English proficiency is a major expectation of international students. For students from non-English speaking cultures, Townsend School of Music **requires a minimum score of 22 on the verbal communications portion of the TOEFL examination, or a minimum verbal communications score of 55-60 on the Duolingo exam.** (If a student has completed a degree program in an American University there is no need to take the TOEFL Test.) International students must complete the application process stated in 2.2.5. Transcripts and submitted materials must be in English.

2.2.7. Transfer and Transient Credit – Graduate Admissions

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

2.3. Class Attendance

2.3.1. Faculty Attendance

As the teacher of record, the Faculty member is required to attend every scheduled meeting of their assigned course(s). In the absence of the Faculty member, a Graduate Assistant may cover an undergraduate class meeting under the following circumstances:

1. Prior to the absence, the Graduate Assistant has successfully taught at least a portion of the course in question under the direct supervision of the Faculty member (teacher of record). Per Mercer University mandate, direct supervision, meaning the teacher of record is present, is required for leadership of any undergraduate student course.
2. An appropriate lesson plan for the class(es) to be missed has been devised by the Faculty member in direct consultation with the Graduate Assistant. It is the responsibility of the Faculty member that expectations and responsibilities for the class are carefully planned and executed.
3. The Director of Graduate Studies should be notified in advance whenever a Graduate Assistant is covering a class meeting in the Faculty member's absence.

2.3.2. Student Attendance

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

2.4. Syllabi

Faculty members within the Townsend School of Music will prepare syllabi for all of their courses each term. Course syllabi will be distributed to students at the first class meeting of each term, and copies of all course syllabi are kept in the TSM Music Office. There should not be any deviation from the class policies specified in the syllabus without negotiating or discussing changes with the entire class in writing. Although the specific arrangement of the content of syllabi may vary, all syllabi must contain the elements in *Appendix A, Syllabus Template*.

2.5. Special Topics Enrollments

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

- The professor and student create a proposal for the special topics class using the Special Topics Form located in the Music Office. Note: the proposed class must be a topic not covered in normal curriculum.
- The completed form is submitted by the professor to the Director of Undergraduate Studies for MUS 480 and the Director of Graduate Studies for MUS 680 by September 15 (for the following Spring semester) or February 1 (for the following Fall semester).
- The appropriate director will submit the proposal to the Dean for review. If approved, the appropriate director will assign the credit hours of the special topics course and submit the course to the Registrar.
- The professor will be notified of the results of the review by October 15 (for the following Spring semester) or March 1 (for the following Fall semester).

2.6. Examinations and Grading

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

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

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

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

2.7. Academic Grievance Procedure

Policy: Students have the right to bring grievances against a Faculty member or an administrator and to appeal decisions concerning academic matters. A "grievance" is typically a complaint relating to some allegedly improper action or behavior. An "appeal" is typically a request for review of a routine

judgment or decision. Such matters may include, but are not limited to failure to abide by requirements described in the course syllabus, arbitrary awarding of grades, discrimination based on race, color, national origin, disability, veteran status, sex, sexual orientation, gender identity, gender expression, genetic information, age, or religion (except in limited circumstances where religious preference is both permitted by law and deemed appropriate as a matter of University policy).

Time Frame: For grievances and appeals of any kind, students are required to initiate them with the appropriate Faculty member no later than thirty (30) days from the completion of the term in which the course was offered. Grievances or appeals received after this period will not be honored.

Informal Resolution Procedure: Student grievance and appeal procedures encourage each student to handle complaints as close to the source as possible. If a student has a complaint against a Faculty member, the student should first attempt to resolve the issue by an informal meeting with the Faculty member involved. If this is not satisfactory, or if the student believes that he or she cannot discuss the complaint with the instructor, the student may follow the Formal Resolution Procedure.

Formal Resolution Procedure: The following protocol should be followed:

1. The student should meet with the appropriate Area Chair or program director after submitting to this person a formal written account of the grievance or appeal. This narrative must be submitted no later than thirty (30) days from the date on which the student was formally notified of the instructor's decision.
2. If the grievance or appeal is not satisfactorily resolved by the Area Chair or program director, the student should meet with the associate dean after submitting to the associate dean a formal written account. This narrative must be submitted no later than thirty (30) days from the date on which the student was formally notified of the Area Chair's or program director's decision.
3. If the grievance or appeal is not satisfactorily resolved by the associate dean, the student should meet with the Provost after submitting to the Provost a formal written account of the grievance or appeal. This narrative must be submitted no later than thirty (30) days from the date on which the student was formally notified of the associate dean's decision.

If the student has a grievance or appeal involving a dean, he or she should schedule an appointment with that dean in an attempt to resolve the matter. If the matter is not resolved or if the student believes that he or she cannot discuss the issue with that dean, the student may address the grievance or appeal to the Provost. In all academic grievance and appeal procedures, the decision of the Provost is the final University decision.

2.8. The Honor System

Mercer University strives to be a Community of Respect, which includes respect for academic integrity. Students operate under an honor system and will exhibit the values of honesty, trustworthiness, and fairness regarding all academic matters. Students, Faculty, and Staff are expected to report any violations, including but not limited to, cheating, plagiarism, and academic dishonesty, to the honor council appropriate for their campus and program.

Procedures related to Honor Systems and Academic Integrity are outlined in the specific handbooks for each campus and can be found on the Provost website at <http://provost.mercer.edu/handbooks>.

Academic integrity for Macon Campus undergraduates is maintained through the Honor System. The Honor System imposes on each student the responsibility for his or her own honest behavior and requires each student to report any violations of the Honor Code about which he or she has information. The Honor System was instituted in 1954 and has been in operation since that time. Its success has been the result of students' respect and concern.

An undergraduate student honor council administers the Honor System for undergraduates. The Honor System for graduate students is administered by an honor committee that is governed by policies established by the Graduate Council of Mercer University. Decisions and sanctions of the Honor Council and Honor Committee are binding, but may be appealed to the President of the University.

By the act of entering Mercer University, each student consents to participate fully in the Mercer Honor System. Furthermore, each student is personally responsible for knowing the rights and obligations set forth by the Honor System. A student is also expected to cooperate with all proceedings related to the Honor System. Students who refuse to accept the Honor System will be denied admission.

2.9. Teaching Load

The standard undergraduate teaching load for full-time Townsend School of Music Faculty is twenty-one (21) to twenty-four (24) academic hours for the year. The standard teaching load for full-time music Faculty teaching in the graduate Area is eighteen (18) academic hours for the year. Loads may be adjusted for administrative duties assumed by the Associate Dean, the Director of Undergraduate Studies or the Director of Graduate Studies. Adjunct Faculty members are compensated per contact hour. Summer teaching is compensated separately. Loads are allocated in the following manner:

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

2.10. Class Rolls and Grade Reports

The Faculty works in close association with the Office of the Registrar in the verification of class rolls. The accurate and timely validation of these rolls on [MyMercer](#) is a significant duty of the Faculty and all Adjunct instructors. In addition, the Registrar expects the cooperation of the Faculty and Adjunct instructors in prompt reporting of grades immediately following juries and final examinations held at the end of each semester.

2.11. Course Evaluations

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

2.12. Academic Advising

The Director of Undergraduate Studies assigns entering students to Faculty members who serve as advisors. The Director of Graduate Studies serves as the advisor to all graduate students and artist

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

2.13. Academic Freedom

Mercer University assures all members of the faculty, whether tenured or non-tenured, full protection of academic freedom. The University's understanding of academic freedom is consistent with the definition contained in the Statement of Principles on Academic Freedom and Tenure formulated in 1940 by the Association of American Colleges and the American Association of University Professors. The relevant sections of the Statement provide as follows:

Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

1. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.
3. College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

An earlier statement of principles concerning academic freedom, which was developed in 1925 at a conference of higher education organizations and endorsed by the Association of American Colleges and the American Association of University Professors, declares:

1. A university or college may not place any restraint upon the teacher's freedom in investigation, unless restriction upon the amount of time devoted to it becomes necessary in order to prevent undue interference with teaching duties.

2. A university or college may not impose any limitation upon the teacher's freedom in the exposition of his own subject in the classroom or in addresses and publication outside the college, except in so far as the necessity of adapting instruction to the needs of immature students, or in the case of institutions of a denominational or artisan character, specific stipulations in advance, fully understood and accepted by both parties, limit the scope and character of instruction.

3. No teacher may claim as his right the privilege of discussing in his classroom controversial topics outside of his own field of study. The teacher is morally bound not to take advantage of his position by introducing into the classroom provocative discussions or irrelevant subjects not within the field of his study.

4. A university or college should recognize that the teacher, in speaking and writing outside of the institution upon subjects beyond the scope of his own field of study, is entitled to precisely the same freedom and is subject to the same responsibility as attached to all other citizens. If the extra-mural utterances of a teacher should be such as to raise grave doubts concerning his fitness for his position, the question should in all cases be submitted to an appropriate committee of the faculty of which he is a member. It should be clearly understood that an institution assumes no responsibility for views expressed by members of its staff; and teachers should, when necessary, take pains to make it clear that they are expressing only their personal opinions.

Mercer University is firmly committed to the tradition of academic freedom in American colleges and universities and seeks to maintain conditions which are conducive to open inquiry.

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

3.1. Appointment of Faculty

The Dean will announce faculty vacancies whenever there is a need to create a new position or fill a vacancy in a current position. The Dean will appoint a search committee of three (3) to five (5) Faculty members from the School. The committee will be comprised of a majority of Faculty members from the Area needing the faculty position. At least one member of the search committee will be a member of the music Faculty from another Area in the School. Students will be invited to meet the candidates for the new faculty position and to offer their evaluations of the candidates.

The Dean may appoint a person to the faculty for a non-tenured, contract, or visiting professor position when circumstances warrant such an appointment. All other full-time faculty appointments require the participation and support of the Faculty.

When a vacancy is declared, it will be advertised through appropriate channels. Applications, resumes, and recordings will be solicited and collected from interested applicants regardless of race, gender, or ethnic background.

The qualifications which are sought in candidates for a faculty appointment at Mercer University include the following:

1. Teaching effectiveness as exhibited in:

- Mastery of the subject matter in the teaching field
- Understanding of the teaching/learning process
- Skill in employing a variety of instructional methods, as required by the educational objectives and the instructional situation
- Ability to sustain effective relationships with students
- Dedication to high academic standards

2. Thorough and comprehensive scholarship, as reflected in:

- Advanced degrees from accredited institutions
- Honors or other professional recognition
- Recognized research or performance
- Publication of results of research through journals or presses of recognized scholarly quality
- Participation and leadership in professional and learned societies

3. Ability to participate in cooperative educational planning and academic policy making

4. Commitment to the welfare of students and to the goals of student development; ability to provide responsible academic and personal advice to students

5. Understanding of and appreciation for the mission of Mercer University

6. Desire to improve the reputation and effectiveness of the University as a center of learning

There is no general order of priority or importance in the above qualifications. The University is concerned with the total set of qualifications. One faculty member may be particularly strong in respect to one qualification, while a colleague may be particularly strong in respect to another. Nevertheless, all of the above qualifications are considered in the process of faculty recruitment and selection. The policies and procedures for faculty recruitment and faculty personnel administration are designed to enable the University to attract and retain persons who exhibit the highest qualifications available.

- The normal procedure is for the Faculty to review the applications and recommend three (3) candidates to the Dean for campus interviews. Following approval for the interviews and subsequent visits, the search committee will make recommendations to the Dean of all acceptable candidates and rank accordingly. The Dean will make the final recommendation to the Provost for approval (having negotiated matters of rank and salary). The contractual letter will be issued from the office of the President of the University.
- Faculty rank and salary for new appointments will be determined by the Provost in consultation with the Dean.

Faculty rank is assigned on the basis of academic qualifications and experience. Rank is assigned for both full-time and part-time faculty. Persons holding administrative office and librarians may be appointed with faculty rank if they so qualify.

The minimum degree requirements for appointment to the faculty normally are the master's degree or its equivalent for appointment to the rank of Instructor or Lecturer and the doctoral degree or its

equivalent for appointment to the rank of Assistant Professor, Associate Professor, or Professor. Specific requirements for faculty appointment by rank in the respective schools or colleges of the University are published in the supplements to the University Faculty Handbook for those schools and colleges.

Assignment of rank is based on merit and is not made automatically when minimum requirements are satisfied. An evaluation of the individual's total qualifications and contributions to the University is the determining factor in assigning rank, provided that the minimum degree and experience requirements have been satisfied.

Faculty appointments may be made on a full-time or part-time basis or with the designations "visiting" or "adjunct." Visiting faculty are appointed on a full-time basis usually for one (1) year or less. Part-time faculty are appointed with the appropriate rank. Adjunct faculty are appointed with limited responsibilities and usually without benefits compensation.

3.1.1. Adjunct Faculty

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

3.1.2. Tenure-Track Faculty

Tenure is viewed by the University as an important means to assure: 1) freedom of teaching, research, and extramural activities under the guidance of professional responsibility; and 2) a sufficient degree of economic security to make teaching at Mercer University attractive to persons of high ability. Freedom and economic security for the faculty are viewed as indispensable to the effectiveness of the University's service to its students, its constituency, and society.

The standards and procedures for granting tenure at Mercer are set forth in section 2.4.2 of the [Mercer University Faculty Handbook](#). The granting of tenure is not an unconditional guarantee of permanent faculty appointment. Rather, tenure provides assurance that an appointment will be continued until retirement, in accordance with the University's retirement policy, or until termination or dismissal by the University for adequate reason or cause.

1. Though tenure may be granted at any time by the President, usually it is conferred only after completion of a probationary period. Tenure is awarded by the President upon the authority of the Board of Trustees and with the advice of the Provost, the Dean of the college or school in which the individual holds faculty appointment, and the Senior Vice President for the Health Science. Guidelines for more explicit application of the University's general tenure policy are developed by the individual colleges and schools, subject to the approval of the President.

2. Tenure is based on merit. Merit is determined in the aggregate with emphasis on the following criteria:

- a. Quality of teaching and attention given to students as individuals.
- b. Breadth, depth, and variety of education and experience.
- c. Professional achievement and scholarship.
- d. Responsible participation in group deliberative processes.

- e. Professional responsibility and service to the school and community.
3. Only faculty members holding the rank of Professor, Associate Professor, or Assistant Professor are eligible for consideration of tenure.
4. Tenure-relevant experience:
 - a. Tenure-relevant experience is counted only for full-time service at the rank of assistant professor or above.
 - b. In the case of a new appointment, the Dean determines the amount of previous tenure-relevant experience and includes this information in the initial contract letter.
 - c. The contract includes the following elements:
 - Effective date of appointment
 - Amount of previous tenure-relevant experience
 - Anticipated year of tenure review
 - Anticipated effective date of tenure, if awarded
 - Specific tenure policy of the appropriate school or college
5. Tenure notification:
 - a. Review and notification for tenure occurs during the sixth year of full-time faculty appointment in the University and may not be deferred beyond that year, subject only to the conditions of the appeals process (see [Mercer University Faculty Handbook](#) section 2.5). Tenure becomes effective at the beginning of the seventh contract year. Subject to specific qualifications in the guidelines of the different colleges and schools as approved by the President, shorter or longer probationary periods may be established.
 - b. Faculty members are notified of tenure or offered a one-year terminal contract no later than May 1 of the year of tenure review.
 - c. If promotion is awarded to a faculty member before the probationary period is completed, no promise of eventual tenure is implied.
6. Should a faculty member be granted a sabbatical leave or leave of absence, the period of such leave may count, under prior agreement with the University, as part of the probationary period. Tenure review may not occur during such leave.
7. Faculty members whose appointment depends upon continued external funding are not subject to the maximum limitation of the period of probationary appointment.
8. Each faculty member with tenure is informed in writing of the terms and conditions for a continued appointment not later than two weeks after formal approval by the Board of Trustees.
9. For faculty members employed by the University on or before April 15, 1988, the granting of tenure conforms to the tenure policy in force on the effective date of the initial appointment in the college or school.

Tenure-track faculty members are reviewed during the first, second, fourth, and sixth year of full-time faculty service. The tenure-track faculty member is eligible to apply for tenure during the sixth year of

full-time service. At the time of a professor's initial appointment, credit toward tenure may be given for teaching at another institution, and a shorter probationary period may be specified. Where the candidate's experience and distinction warrant it, the President may make the appointment with tenure.

3.2. Faculty Development

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

3.2.1. Scholarly and Artistic Activities

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

3.2.2. Participation at Professional Meetings

Faculty members are expected to attend and become active participants in the regional, national, and international professional meetings of their disciplines. The School will pay faculty member dues for one (1) professional organization membership. The School will pay for travel and registration at the annual meetings to the limits set by the Dean in view of budgetary constraints.

3.2.3. Sabbatical Leave

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

Policies related to sabbatical leaves and leaves of absence have been incorporated into section 2.17.1 of the Mercer University Faculty Handbook. However, the following schedule for applications will obtain in the Townsend School of Music, in order to enable Area Chairs and the Dean to plan course schedules, staffing needs, and budgets.

1. Eligibility

A professor is eligible for a sabbatical leave after six (6) years of full-time service as a faculty member in the University. Any previous time spent on leave is not considered in determining years of service towards sabbatical eligibility. A faculty member within two (2) years of retirement is not eligible. A sabbatical leave is not considered a form of deferred compensation, a faculty right, or an automatic benefit. Years of service alone do not determine eligibility. Rather, leaves are awarded according to the merits of the leave proposal and the ability of the academic Area to offer a full course of study during the individual's absence. A faculty member may apply for a one-semester sabbatical leave with full pay or a full year sabbatical leave with half pay. After a sabbatical leave, a professor is expected to return to active teaching duties at the University. Following six (6) more years of service, a professor may apply for another sabbatical leave.

2. Application Procedure

No later than November 1 in the year prior to the expected leave, the faculty member must submit to the Dean a letter of application and a documented proposal that states the purposes of the leave and a plan of action for the period of the leave. The application must be approved by the Dean, who

may require the approval of the Area Chair and/or a faculty committee. The application must also be approved by the Provost and Board of Trustees. Special consideration will be given to applications which hold promise for enhancing the applicant's professional effectiveness and future service to the institution.

Notification of those selected for sabbatical leaves along with the specific terms of the leave shall occur no later than two (2) weeks after formal approval by the Board of Trustees.

3. Duration and Terms

Ordinarily, sabbatical leaves are for one (1) semester at full salary or for one (1) year at one-half (1/2) salary. If a recipient of a sabbatical leave accepts income from other sources during the sabbatical leave, the President may require adjustment of the University salary.

Acceptance of a sabbatical leave will not interfere with the normal opportunity for annualized increases in salary. The period of the leave will be counted toward eligibility for promotion on the same basis as a period of on-campus instruction. A faculty member on sabbatical leave retains the rights, benefits, and privileges of a full-time faculty member, including retirement and insurance benefits based upon the salary actually being paid during the sabbatical period, housing, and tuition credit for dependents.

4. Institutional Limitations

No more than ten (10) percent of the full-time faculty may be on sabbatical leave in any given year. In addition, the academic Area must be able to cover the essential workload of the faculty member during the period of his/her absence. Any faculty member who accepts a sabbatical leave is expected to return to the University for at least one (1) year or repay the University for the compensation received during such leave.

5. Evaluation

Within three (3) months of returning from a sabbatical leave, a faculty member shall submit to the Dean of the college or school a written account of the work accomplished during the leave and an evaluation of the extent to which the objectives of the leave have been achieved.

3.2.4. Professional Travel

As an important means of encouraging faculty colleagues in their professional development, financial support is provided through its presidentially-approved annual operating budget, for certain types of scholarly and creative activity. These may include, but are not limited to, travel to pursue advanced degrees and/or certifications, conduct research, serve as an officer of a professional society, present papers at professional meetings, or present public performances or exhibits of artistic creations. When the TSM asks faculty members to represent it at meetings, it also provides travel support.

All travel subsidies are construed as investments, rather than benefits. Their purpose is to enable faculty members to expand and improve the learning opportunities of our students. Travel subsidies are made available only in response to prior written request and authorization on the required form from the Faculty Development Committee.

Funds to support faculty travel derive from budgetary resources. These include funds administered through the Dean's Office to assist with academic-year travel expenses. Departmental funds are

awarded on a per capita basis, with an equal number of dollars flowing to each department per faculty member. These monies are administered through the department, upon application to the Chair. Where members of departments do not use their full departmental travel allocations, the Chair may reassign unexpended balances to meet the needs of departmental colleagues.

The following are guidelines for faculty travel. Please bear these in mind as requests for funding are prepared for review in the dean's office.

- **Eligibility:** The Dean's Office encourages faculty members to travel to participate in conferences and other opportunities for professional development. International travel will be dealt with on a case-by-case basis. The Dean's Office will support more than one trip only if funds are available. In those cases, preference will be given to requests involving presentations. However, funds are allocated on a first-come, first-served basis and may well be completely committed by mid-February.
- **Making Reservations:** Internet bookings usually provide the lowest rate. Packages from Expedia and other providers combining hotel, air fare, and rental car can give substantial savings.
- **Hotels/Lodging:** Maximum allowable rate is \$175/night after taxes.
- **Airline Travel:** Maximum allowable expense is for economy class made 14 days in advance as listed on the airline's website.
- **Conference Registration Fees:** Eligible for reimbursement, but the original or a photocopy of the registration must be included with the claim.
- **Meals:** The maximum allowable expense for an individual's meals is \$50/day. If there will be business entertaining, consult with the Dean's Office prior to travel. Mercer will not reimburse for alcohol. Tips should be calculated at 15-20% of the pre-tax amount charged.
- **Automobile Rental:** Eligible for reimbursement if essential to the professional nature of the trip (i.e., not for sightseeing!).
- **Personal Vehicle:** Mercer reimburses at the current IRS rate. This is intended to cover all the costs of using your vehicle. Do not request reimbursement for gasoline or repairs.
- **Foreign Exchange:** It is the responsibility of the traveler to calculate expenses in foreign currency into the prevailing dollar equivalent during the time of travel.
- **Receipts:** It is essential that original receipts (not copies) be provided for all expenses for which a faculty member seeks reimbursement. The School will not provide reimbursement for undocumented expenses.
- **Reimbursement:** The Travel Expense Reconciliation form and all receipts must be submitted to the Dean's Office within 30 days of the completion of travel. After that date, there will be no reimbursement.

Because there may not always be sufficient funds to meet the full need of each applicant for travel monies, and because it is reasonable to expect colleagues to share resources in realizing their professional growth, the following guidelines apply:

- When the University or School requests a faculty member to travel on University or TSM business, the faculty member will be reimbursed at 100 percent of travel expenses.
- In other cases, travel support will run at about 75-80% of the full budgeted anticipated expense of the proposed activity.

- In addition to ensuring that the off-campus professional activity will contribute meaningfully to student learning, the following criteria will apply in awarding travel funds, listed in order of priority:
 1. support for individuals performing requested University business;
 2. support for individuals who will present, exhibit, or perform at professional meetings;
 3. support for individuals conducting research or engaged in creative activity toward publication;
 4. support for individuals whose grants arguably will serve as “seed money” for attracting outside funds;
 5. support for individuals presiding over or fulfilling other major responsibilities at professional meetings;
 6. support for attendance at scholarly or professional meetings;
 7. support for scholarly or creative activity that will benefit the faculty member but promise no substantial gain in student learning;
 8. support for attendance, merely.

3.3. Conflict of Interest

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

3.3.1. Work for Outside Sources

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

- Time spent in outside professional activities should not interfere with the faculty member’s teaching responsibilities to the School. Teaching for other schools or universities must be negotiated with the Dean.
- A faculty member may miss a maximum of one (1) week of classes per semester for his or her own professional activities and a maximum of one (1) week per semester for School or University related activities.
- All professional and University related activities should be listed in the faculty member’s annual report. Any extended or continuing obligations or contractual relationships should receive prior approval of the Dean.
- Whenever the Dean or the individual faculty member is concerned that such activities are excessive, they should be discussed with and approved by the Dean.
- Faculty members may not make use of the University’s name or resources (including space, facilities, equipment, and support staff) in connection with outside activities other than the routine activities that are connected with their role as a faculty member.

3.3.2. Honoraria and Reimbursements

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

3.3.3. Accountability

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

3.4. Faculty Rank

Faculty rank is assigned on the basis of academic qualifications and experience. Rank is assigned for both full-time and part-time faculty. Persons holding administrative office and librarians may be appointed with faculty rank if they so qualify.

The minimum degree requirements for appointment to the faculty normally are the master's degree or its equivalent for appointment to the rank of instructor or lecturer and the doctoral degree or its equivalent for appointment to the rank of Assistant Professor, Associate Professor, or Professor.

Assignment of rank is based on merit and is not made automatically when minimum requirements are satisfied. An evaluation of the individual's total qualifications and contributions to the University is the determining factor in assigning rank, provided that the minimum degree and experience requirements have been satisfied.

Faculty appointments may be made on a full-time or part-time basis or with the designation "visiting" or "adjunct." Visiting faculty are appointed on a full-time basis usually for one (1) year or less. Part-time faculty are appointed with the appropriate rank. Adjunct faculty are appointed with limited responsibilities and usually without benefits compensation.

3.4.1. Lecturer

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

3.4.2. Senior Lecturer

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

3.4.3. Assistant Professor

An Assistant Professor is normally a tenure-track appointment. The Assistant Professor is assessed by the Tenure, Promotion, and Peer Review Committee during the first, second, fourth, and sixth year of teaching service to the School. The non-tenured period of service allows the Dean and the faculty to assess the Assistant Professor's abilities and skill set with the needs of the School. Successful

performance in teaching and course development is a prime consideration, as are the Assistant Professor's professional scholarship and artistic activities. As well, the Dean and faculty evaluate the Assistant Professor's commitment to faculty service responsibilities and collegiality. In the fourth year, a decision will be made about renewing the Assistant Professor's contract into the future. In the Assistant Professor's sixth year of teaching, the Tenure, Promotion, and Peer Review Committee will review the Assistant Professor's professional work and make a recommendation to the Dean concerning tenure.

3.4.4. Associate Professor

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

3.4.5. Professor

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

3.4.6. Professor Emeritus

The status of Professor Emeritus is awarded to professors and Associate Professor Emeritus to Associate Professors who have served the equivalent of ten years of exceptional service to Mercer University. The benefits awarded to the designated Professor Emeritus or Associate Professor Emeritus are delineated in the [Mercer University Faculty Handbook](#).

3.5. Annual Faculty Review and the Tenure and Promotion Process

3.5.1. Introduction: Promotion and Tenure

3.5.1.1. Introduction

Every year, each faculty member completes an Annual Faculty Report, recording his or her activities for the past academic year. Annual Faculty Reports are submitted to the Dean in the spring semester, on or before the date announced by the Dean. All non-tenured faculty members will be reviewed by their Area Chairs each year, and a written Chair's evaluation of their performance will be submitted to the Dean and the faculty member under review no later than the end of Fall Semester.

3.5.1.2. Non-Tenured Area Chair

In each year of the probationary period, if the Chair of the respective academic Area is non-tenured, either the Director of Undergraduate Studies, the Director of Graduate Studies, or both as assigned by the Dean, will act as Chair, reviewing the faculty member's performance, submitting the written evaluation to the faculty member, the Chair of the Tenure, Promotion, and Peer Review Committee (TP&PR) and the Dean, and conducting performance review meetings with the faculty member.

3.5.1.3. Annual Faculty Report

The Annual Faculty Report should include information about the faculty member's relevant activities in the following Areas (see School form for submittal format. See section 3.5.2.1. "Criteria for Evaluation: Professional Activities" below):

- a. Teaching
- b. Professional Activities
- c. Service Contributions
- d. Honors and Awards

3.5.1.4. Review of Non-Tenured Faculty

(Note: All listed deadlines for receipt of written evaluations adhere to the reappointment and termination schedule policies found in the [Mercer University Faculty Handbook](#), in Section 2.4.3, "Non-Tenured Appointments.")

Faculty members normally apply for tenure in the Fall Semester of the sixth year. The second-year and fourth-year reviews are designed to prepare the faculty member for the sixth-year review and process of application tenure and/or promotion. In instances of appointments with credit towards tenure because of service elsewhere, the candidate, the Area Chair, and the Dean will arrange an appropriate schedule of pre-tenure reviews.

3.5.1.5. Area Chair's Evaluation

All non-tenured faculty members will be reviewed by their Area Chairs each year. The Area Chair will review course materials and syllabi, make classroom and private lesson observations in the fall semester, and will write an evaluation of the faculty member's performance in teaching, professional activities, and service. The Area Chair will submit the written evaluation to the Dean and the faculty member, and as described below, to the TP&PR Committee.

3.5.1.6. Peer Review of Teaching

Excellence in teaching is considered an especially important qualification for tenure. Thus, it is crucial that probationary faculty members have adequate opportunities for their teaching to be constructively reviewed by their Area Chairs and peers. Colleagues with whom one team teaches, colleagues who audit a course, and colleagues who are invited to visit classes provide informal opportunities for such review and critique. In the tenure review process, letters of evaluation from colleagues who have direct knowledge of the candidate's philosophy of education, pedagogical skills, and teaching effectiveness offer particularly valuable support for the candidate's application for tenure.

Non-tenured faculty members will be observed in the classroom and/or private lessons by at least one faculty colleague peer in addition to the Area Chair each fall semester, as described below. The peer reviewer's written and oral observations and evaluation will be given to the faculty member and Area Chair at least two weeks prior to the deadline for completion of the Chair's written evaluation.

NOTE: Dates for submission of the Area Chair's written evaluation vary according to the number of years of the faculty member's employment: 1st, 2nd, 4th, or 6th year. Specific submission dates are listed below under the timeline for each year's review process.

3.5.1.7. First-Year Review: Non-Tenured Faculty

First-year faculty members on tenure track will be observed by their Area Chairs in classroom and/or private lesson teaching, as appropriate, in the Fall Semester and again in January. The Area Chair will choose one (1) faculty peer from within the School to observe the faculty member's teaching in classroom and/or private studio during the Fall Semester. The faculty peers will provide written and oral observations and evaluation to the faculty members and the Area Chairs for use in the evaluative process. The Area Chair will submit a written evaluation of the faculty member's performance to the Dean as well as to the faculty member no later than the end of the Fall Semester.

First-year faculty members will meet with the Area Chair during the Fall Semester to discuss their performance. They will submit the Annual Report in January as scheduled by the Dean. The Dean's written evaluation will be received by the faculty member no later than March 1. Upon receipt of the Area Chair's and Dean's evaluations, a meeting with the Dean and/or Area Chair may be requested by the faculty member, Dean, and/or Area Chair.

Timeline for First-Year Review

Fall Semester:

- Area Chair's observations of teaching with written and oral response to faculty member
- One (Area Chair's choice) TSM peer observation

At least 2 weeks before last day of Semester

- Peer evaluator's written and oral response submitted to faculty member and Area Chair

December 10 or last day of Semester

- Receipt by the Dean of Area Chair's written evaluation

Spring Semester:

January

- Faculty Annual Report to Dean May 15
- Area Chair's observations of teaching with written evaluation and oral response to faculty member and Dean

March 1 or earlier

- Faculty member's receipt of Dean's formal written evaluation
- Meeting with Dean and/or Area Chair as needed

3.5.1.8. Second-Year Review: Non-Tenured Faculty

Non-tenured second-year faculty members will submit the following materials to the TP&PR Chair in October, on or before the date announced by the Dean:

- The Annual Faculty Report (the Annual Report from the first year of appointment) revised to include subsequent activities up to the date of submission)

- Written evaluations of classroom and/or private studio teaching by:
 - a. One faculty peer from within the School, chosen by the Area Chair
 - b. One faculty peer chosen by the faculty member being reviewed
- Area Chair's current letter of evaluation

The TP&PR Committee will review these materials and the Committee Chair will provide a written recommendation to the Dean not later than November 20. The Dean's written evaluation will be given to the faculty member by the end of the Fall Semester, not later than December 10. Upon receipt of the Dean's evaluation, a meeting with the Dean and/or Chair may be requested by the faculty member, Dean, and/or Chair.

Timeline for Second-Year Review

Fall Semester:

- Area Chair's observations of teaching with written and oral response to faculty member
- One (Area Chair's choice) TSM peer observation; written and oral response to faculty member and Chair
- One (candidate's requested) faculty peer observation, written and oral response to faculty member and Area Chair

September 30 or earlier

- Peer evaluators' written and oral response submitted to faculty member and Area Chair

October

- Submission of written evaluation by Area Chair to the candidate, at least one (1) week prior to candidate's deadline for submission of materials to TP&PR Committee
- Submission of candidate's materials to the Chair of TP&PR Committee on or before date scheduled by the Dean

November 20 or earlier

- Receipt by the Dean of the TP&PR Committee's written evaluation

December 10 or earlier

- Faculty member's receipt of Dean's formal written evaluation
- Meeting with Dean and/or Area Chair as needed

Spring Semester:

January

- Faculty Annual Report to Dean
- Area Chair's observations of teaching with written and oral response to faculty member

3.5.1.9. Fourth-Year Review: Non-Tenured Faculty

In the fall of the fourth year of the probationary period (two years before review for tenure), the untenured faculty member and the Area Chair should conduct a comprehensive review.

Self-evaluation

In the tenure review process, it will be incumbent on the candidate to make a strong case for tenure, based on specific achievements and clear evidence of potential. As preparation for the formal tenure review, the fourth-year review should provide an opportunity for self-reflection and a candid appraisal of accomplishment and development during the probationary period.

Each faculty member will be assessed within three major domains: Teaching; Professional Activities, and Service. The faculty member's self-evaluation will be organized into sections addressing activity within these three domains, and will include evidence of excellence in the following areas:

- quality of teaching and attention given to students as individual
- breadth, depth, and variety of training and experience
- professional activity and scholarship
- participation in group deliberative processes
- service to school and community

Thus, in the fall of the fourth year of the probationary period the candidate should submit, no later than September 15, a written self-evaluation to the Area Chair. This report should address the following areas:

Self-Evaluation Criteria

1. Teaching, including accomplishments, strengths and weaknesses, personal philosophy and methodology of teaching, and a summary of and response to student evaluations
2. Professional activities, including interests, accomplishments, and plans for future development (as scholar, artist, performer, researcher, teacher, community activist, etc.) (see section 3.5.2.1. "Criteria for Evaluation" below)
3. Service to Mercer, including contributions both to School and University-wide programs and processes, priorities for the future, and particular strengths brought to this collegial role, as well as contributions to the larger community in the role of Mercer faculty member
4. Areas for improvement, including a response to any previous recommendations for improvement from the Area Chair or Dean.

Area Chair's Evaluation in the Fourth Year

In order to foster continuing professional development, the fourth-year review should provide untenured faculty members with more constructive criticism than is normally part of informal annual evaluations. In light of earlier evaluations, this is an appropriate time for a realistic assessment of progress and success, as well as for focusing on areas needing improvement. This process should also help the Area Chair develop support for a later tenure recommendation to the Committee.

The Area Chair should respond to the faculty member's self-evaluation peer review evaluations, and should particularly consider teaching, professional development, contributions to School-wide and

University-wide programs, non-teaching responsibilities, and community service. The Area Chair's evaluation of teaching must also entail classroom visits and examination of course materials and summaries of student evaluations. The Area Chair should discuss the overall fourth-year review with the faculty member and give the candidate a written evaluation that includes specific recommendations for the remainder of the probationary period. The Area Chair will submit the evaluation to the candidate for inclusion in the faculty member's review packet no later than one week prior to the deadline for submission to the TP&PR Committee in October. The Chair may also submit a copy of the evaluation to the Dean.

The materials below should be submitted to the Chair of the TP&PR Committee in October, on or before the date announced by the Dean. After the Committee reviews the submitted materials, the Committee Chair will submit a written evaluation to the Dean no later than January 30. The Dean's written evaluation will be given to the faculty member no later than March 1. Upon receipt of the Dean's evaluation, a meeting with the Dean and/or Chair may be requested by the faculty member, Dean, and/or Chair.

Materials requested for the Fourth-Year review:

- a. Course syllabi
- b. Copies of all student course/Applied Music/Ensemble evaluations
- c. Written evaluations of current classroom and/or private studio teaching by
 - i. One faculty peer from within the School, chosen by the Area Chair
 - ii. One faculty peer chosen by the faculty member being reviewed
- d. Previous Annual Faculty Reports
- e. Self-Evaluation (see below)
- f. Chair's evaluation letter
- g. Chair's previous evaluation letters
- h. Dean's previous evaluation letters

In any event, it remains the responsibility of the Area Chair and the candidate to ensure that teaching effectiveness is adequately documented for the candidate's application. Upon receipt of the Dean's evaluation, a meeting with the Dean and/or Area Chair may be requested.

Timeline for Fourth-Year Review

Fall Semester:

- Area Chair's observations of teaching with written and oral response to faculty member
- One (Area Chair's choice) School peer observation; written and oral response to faculty member and Area Chair
- One (candidate's choice) faculty peer observation: written and oral response to faculty member and Area Chair

September 15

- Submission of candidate's self-evaluation to Area Chair

September 30 or earlier

- Peer evaluators' written and oral response submitted to faculty member and Area Chair

October

- Submission of written evaluation by Area Chair to the candidate, at least one (1) week prior to candidate's deadline for submission of materials to TP&PR Committee
- Submission of candidate's dossier/materials to the Chair of TP&PR Committee on or before date scheduled by the Dean

October - December

- Committee review of candidate's materials

Spring Semester:

January

- Faculty Annual Report to Dean
- Area Chair's observations of teaching with written and oral response to faculty member

January 30

- Deadline for Tenure, Promotion, and Peer Review Committee's written evaluation to be submitted to the Dean

March 1 or earlier

- Faculty member's receipt of Dean's formal written evaluation
- Meeting with Dean and/or Area Chair as needed

3.5.1.10. Sixth-Year Tenure and/or Promotion Review

Sixth-year faculty members who wish to be reviewed for tenure and/or promotion to Associate Professor must submit their materials to the Chair of the Tenure, Promotion, and Peer Review Committee in October, on or before the date announced by the Dean.

(For the preparation of these materials, see the descriptions above under "Fourth-Year Review.")

The materials requested for Sixth-Year Tenure and/or Promotion review include:

- a. A current curriculum vitae
- b. Course syllabi
- c. Copies of all student course/Applied Music/Ensemble evaluations
- d. Previous Annual Faculty Reports, updated to include subsequent activities
- e. Self-Evaluation
- f. Written evaluations of current classroom and/or private studio teaching by
 - i. One faculty peer from within the School, chosen by the Area Chair
 - ii. One faculty peer chosen by the faculty member being reviewed
- g. Area Chair's Evaluation letter (current)
- h. Area Chair's previous evaluation letters
- i. Dean's previous evaluation letters

- j. One recommendation letter/evaluation letter from an external referee
- k. Two recommendation letters from faculty colleagues within the School
- l. Other supporting materials

Upon the TP&PR Committee's completion of the review of these materials, the Chair of the Committee will submit a letter of evaluation to the Dean before the end of the Fall Semester. The Dean will review the candidate's materials and application and the Committee's recommendation, and will write a letter of evaluation to the candidate not later than May 15. Upon receipt of the Dean's evaluation, a meeting with the Dean and/or Chair may be requested by the faculty member, Dean, and/or Chair.

Timeline for Sixth-Year Review

Fall Semester:

- Area Chair's observations of teaching with written and oral response to faculty member
- One (Area Chair's choice) School peer observation; written and oral response to faculty member and Area Chair
- One (candidate's choice) faculty peer observation: written and oral response to faculty member and Area Chair

September 15

- Submission of candidate's self-evaluation to Area Chair

September 30 or earlier

- Peer evaluators' written and oral response submitted to faculty member and Area Chair

October

- Submission of written evaluation by Area Chair to the candidate, at least one (1) week prior to candidate's deadline for submission of materials to TP&PR Committee
- Submission of candidate's dossier/materials to the Chair of Committee on Tenure, Promotion and Peer Review on or before date scheduled by the Dean

October - December

- TP&PR Committee review of candidate's materials

Last day of Fall Semester

- Submission of Committee's written evaluation to the Dean

Spring Semester:

January

- Faculty Annual Report to Dean

May 15 or earlier

- Faculty member's receipt of Dean's formal written evaluation

- Meeting with Dean and/or Area Chair as needed

3.5.2. Promotion and Tenure

The evaluation of faculty is a multi-layered process consisting of some or all of the following processes:

- faculty peer observations of teaching
- evaluation by the Area Chair
- evaluation by the Directors of Undergraduate and/or Graduate studies
- evaluation by the Dean
- deliberative study by the Tenure, Promotion, and Peer Review Committee
- student evaluations
- other information from sources outside the School

Most of these evaluative processes will result in either raw data (as with student evaluations) or written summaries or reports from colleagues, Area Chairs, the Dean, the Tenure, Promotion, and Peer Review Committee, or some other source. These documents will be placed in the personnel file belonging to the faculty member under review. Faculty members may study the contents of their personnel files upon request to the Administrative Assistant to the Dean.

Tenure, Promotion, and Peer Review Committee (TP&PR)

A single faculty advisory committee in the School shall recommend candidates to the Dean for both tenure and promotion. Normally, those candidates holding the rank of Assistant Professor who apply for tenure in their sixth year also apply for promotion to the rank of Associate Professor at the same time, because the criteria for tenure are identical to those for promotion to Associate Professor. The criteria for promotion from Associate Professor to full Professor differ, however, as described in section 3.5.2.2. "Preparation of an Application for Promotion" below.

3.5.2.1. Tenure

The University Tenure Policy is found in section 2.4.2 of the [Mercer University Faculty Handbook](#). The policy, with Townsend School of Music guidelines added, is as follows:

Though tenure may be granted at any time by the President, usually it is conferred only after completion of a probationary period. Tenure is awarded by the President upon the authority of the Board of Trustees and with the advice of the Provost and the Dean of the college or school in which the individual holds faculty appointment. Fitness for tenure is determined through a review process involving faculty colleagues, Area Chairs, faculty personnel committees, and academic officers, who consider evidence of the candidate's contributions to the educational program and potential long-term service to the University. Guidelines for more explicit or qualified application of the University's general tenure policy are developed by the individual colleges and schools, subject to the approval of the President.

The School awards tenure to protect academic freedom and encourage free expression. The award of tenure also recognizes the promise of career-long professional excellence in the faculty member.

At the end of a probationary period, the School TP&PR Committee evaluates the credentials and performance of untenured faculty and recommends grants of tenure to the Dean of the School.

Tenure is based on achievement and potential, which shall be determined in the aggregate, considering the following criteria:

- a. quality of teaching and attention given to students as individuals
- b. breadth, depth, and variety of training and experience
- c. professional activity and scholarship
- d. participation in group deliberative processes
- e. service to school and community

Only faculty members holding the rank of Professor, Associate Professor, or Assistant Professor are eligible for consideration for tenure.

Instructors

Full-time faculty holding the rank of Instructor who have passed their fifth year of full-time employment in the School without having become eligible for consideration for tenure will be given notice of non-renewal.

Assistant Professors

Upon promotion to the rank of Assistant Professor, a faculty member becomes eligible for consideration for tenure (see section 3.5. above). At the time of promotion, the Dean may request from one to two years credit as tenure-relevant experience for service in the School at the rank of Instructor. Service at the rank of Instructor at another institution will not be considered as tenure-relevant experience. Notice of appointment at the rank of Assistant Professor will include this information. There must be sufficient time for the non-tenured person to compile a successful portfolio and the “clock” starts running once the new faculty member is hired.

Tenure-relevant experience

- a. Tenure-relevant experience is counted only for full-time service at the rank of Assistant Professor or above.
- b. The contract includes the following elements:
 - i. Effective date of appointment
 - ii. Amount of previous tenure-relevant experience
 - iii. Anticipated year of tenure review
 - iv. Anticipated effective date of tenure, if awarded

Tenure notification

- a. Review and notification for tenure occur during the sixth year of full-time faculty appointment in the Townsend School of Music at the rank of Assistant Professor or above and may not be deferred beyond that year, subject only to the conditions of the appeals process (see [Mercer University Faculty Handbook](#) section, 2.5). Tenure becomes effective at the beginning of the seventh contract year. Subject to specific qualifications in the guidelines of the School as approved by the President (see [Mercer University Faculty Handbook](#) section 2.4.2), shorter or longer probationary periods may be established.

- b. Faculty members are notified of tenure or offered a one-year terminal contract no later than twelve (12) months before the expiration of an appointment after two or more years of full-time faculty service at the institution.
- c. If promotion is awarded to a faculty member before the probationary period is completed, no promise of eventual tenure is implied.

Sabbatical or Leave of Absence

Should a faculty member be granted a sabbatical leave or leave of absence, the period of such leave may count, under prior agreement with the University, as part of the probationary period. Tenure review may not occur during such leave.

Date of Notification

Each faculty member with tenure is informed in writing of the terms and conditions for a continued appointment not later than two weeks after formal approval by the Board of Trustees. Contracts must be distributed within two weeks of the Trustee meeting.

Policy for those faculty members employed before April 15, 1988:

For faculty members employed by the University on or before April 15, 1988, the granting of tenure conforms to the tenure policy in force on the effective date of initial appointment in the college or school.

Criteria for Evaluation

In addition to the Annual Faculty Report (see 3.5.1.3 above) submitted by all full-time faculty members, critical milestones in the review process include 2nd, 4th and 6th year review of non-tenured faculty, and promotion to Associate or full Professor by tenured faculty. Each of these milestones will be described in detail below.

Aspects of Faculty Activities to be Evaluated

Each faculty member will be assessed within three major domains: Teaching; Professional Activities; and Service. The faculty member's self-evaluation will be organized into sections addressing activity within these three domains, and will include evidence of excellence in the following areas:

- quality of teaching and attention given to students as individuals
- breadth, depth, and variety of training and experience
- professional activity and scholarship
- participation in group deliberative processes
- service to school and community

Items that will be considered positively as evidence for tenure and/or promotion include, but are not limited to, the following:

Teaching:

Since teaching lies at the heart of the University's academic life, excellence in teaching is considered especially important. Through classroom observations by colleagues and written student evaluations, evidence such as that below will be gathered for consideration in the evaluative process:

- a. Maintains standards of basic professionalism in the classroom
- b. Holds all expected class hours promptly and for full duration
- c. Gives timely feedback on student assignments
- d. Maintains professional and positive classroom demeanor
- e. Demonstrates creative and helpful response to students seeking academic assistance
- f. Demonstrates evidence of student success
- g. Demonstrates acceptance of students into graduate schools
- h. Facilitates success of students in competitions and presentations off-campus
- i. Supervises undergraduate and postgraduate student research
- j. Demonstrates evidence of effective undergraduate advising
- k. Student evaluations provide evidence of educational effectiveness in scores and comments
- l. Engages in constructive response to student criticisms from evaluation forms

Professional Activities

Performance, composition, scholarly research and publication, off-campus presentations, and professional awards such as those listed below are considered in the evaluative process.

Performances and Presentations

- a. As a soloist
- b. Jointly with other musicians in a chamber music context
- c. As a regular member of a music ensemble such as an orchestra
- d. As a featured member of a music ensemble such as a concerto or oratorio soloist
- e. As a guest lecturer, adjudicator, master-class clinician, or conductor

Performances and presentations may occur under many types of circumstances, such as the examples listed below:

- a. Affiliation with civic or professional ensembles
- b. At other academic institutions or professional/significant concert venues
- c. At conferences of recognized professional organizations
- d. Production of commercially marketed compact discs and/or videos

Scholarship Research

- a. Publication of articles in a field-related professional peer-reviewed periodical
- b. Presentation, both invited and competitive, of a lecture, clinic, or paper at a regional, national, or international conference or for a similar professional gathering
- c. Authorship of a substantial article published in a refereed professional journal with regional or national distribution
- d. Authorship of one or more chapters in a book accepted for publication
- e. Authorship of a new edition of a musical work
- f. Authorship of a scholarly monograph

- g. Authorship of invited reviews of books, articles, or other professional materials

Other Creative Activity

- a. Evidence of intentional and selective presentation of repertoire for individual concerts to further audience education of works of historical or geographical significance
- b. Evidence of intentional and selective presentation of repertoire for individual concerts to further audience education of new works
- c. Composition commissioning of, or the acceptance of commissions for, new compositions for performance
- d. Composition of a substantial work premiered by a member of the faculty or accomplished ensemble
- e. Composition of a substantial work subsequently published and distributed or reviewed
- f. Composing new arrangements of previously existing musical works
- g. Development of new technologies
- h. Winning awards, grants, or other evidence of the pursuit of funding of projects
- i. Continuing education, formal and informal

Service

- a. Service to the community, church, discipline, school, and university are considered in the evaluative process
- b. Evidence of collaboration across the University
- c. Service in School and/or University leadership roles
- d. Contributions to the work of School and/or University committees
- e. Advising student organizations
- f. Providing leadership in a disciplinary/professional organization
- g. Applying disciplinary expertise in rendering community service

3.5.2.2. Promotion Guidelines and Criteria

Promotion in professorial rank is a major means of recognizing professional growth and maturity; promotions do not, however, come merely with the passage of time. It is the task of the Tenure, Promotion, and Peer Review Committee to evaluate the professional growth and service of each faculty member below the rank of Professor and to convey to the administration recommendations for promotion along with appropriate supporting information. Faculty members applying for tenure normally apply for promotion from the rank of Assistant Professor to Associate Professor at that time. The deadline schedule for submission of materials and the required documents for application for promotion are identical to those used in application for tenure.

Criteria for Promotion

- a. Excellence in teaching [including academic advising]
- b. Evidence of scholarly and creative activity and growth
- c. Demonstrated currency in the discipline
- d. Continuing education, formal and informal
- e. Attainment of earned, advanced academic degrees

Satisfactory growth in scholarly and creative activity, as appropriate, in one or more of the following:

- a. The scholarship of teaching (researching, writing and presenting about, proposing grants about, teaching and curricular development)
- b. The scholarship of application (applying professional expertise for internal, external organizations)
- c. The scholarship of creation (generating, creating, producing original works of performing art)
- d. The scholarship of artistic performance

Contributions to School and University programs outside the classroom:

- a. School leadership roles
- b. Contributions to the work of committees
- c. Chairing an Area effectively
- d. Advising a student organization
- e. Providing leadership in a disciplinary/professional organization
- f. Applying disciplinary expertise in rendering community service

Time in Rank

- Time in rank alone does not guarantee promotion. Holders of the terminal degree should understand that time in rank and the terminal degree do not guarantee promotion.
- Normally, recommendations for promotion will not be made earlier than the third year of full-time service at Mercer.
- Early promotion is exceptional. It requires unique achievement as a teacher and scholar in ways that far exceed the accomplishments of other members of the faculty. It is appropriate to the faculty member who gained distinction in his or her field or brought honorable distinction to the University.
- The Dean of the School will negotiate the matter of credit for prior service at other institutions with new faculty members at the time of initial appointment and will incorporate reference to any such credit in the initial letter of appointment.
- The Tenure, Promotion, and Peer Review Committee will determine appropriate credit to be given for Visiting faculty status.
- Leaves of absence
 - i. At least one year of credit for approved leaves of absence with compensation for pre-doctoral work or post-doctoral study or research may count as time in rank.
 - ii. Leaves of absence for reasons that are personal or are non-related to normal faculty duties will not count as time in rank.
- Mid-year appointment or promotion
Mid-year appointment or promotion is counted from the date of the appointment or promotion.
- Promotion without the doctorate or its equivalent
Consideration for recommendation for promotion of a tenured faculty member without the doctorate will follow the same time in rank schedule as that for persons holding the doctorate. However, promotion of a tenured faculty member without the doctorate is contingent upon evidence that the candidate has earned professional certification or graduate credit beyond the

master's level, has kept abreast of development in his or her field, has served the College with distinction, and has reached a level of exceptional achievement in his or her field.

Time thresholds for promotion are described below. In special situations, exceptions may be made at all levels and prior teaching or professional experience may be considered.

A. For the holder of the D.M.A. degree, Ph.D. degree, or their equivalent:

1. Promotion from Assistant Professor to Associate Professor:

Consideration for promotion is given during the sixth year as Assistant Professor, with the possibility for earlier consideration for a person with outstanding qualifications.

2. Promotion from Associate Professor to Professor:

Normally consideration for promotion is given in the eighth year as Associate Professor for a person with impressive qualifications, and consideration will not be given until such qualifications have been achieved. Earlier consideration is exceptional.

B. For holders of intermediate degrees:

1. Promotion from Assistant Professor to Associate Professor:

Consideration for promotion is given when a person demonstrates superior qualifications. Promotion to Associate Professor without the D.M.A./Ph.D., or its equivalent, is unusual.

2. Promotion from Associate Professor to Professor:

Consideration for promotion is given when a person achieves exceptional accomplishments including significant contributions to his or her discipline. Promotion to Professor without the DMA, Ph.D., or equivalent, is very unusual.

C. Promotion from Instructor to Assistant Professor:

1. If a person holding the Ph.D. degree or its equivalent is hired at the rank of Instructor, promotion will be considered during the second year.
2. The person who joins the faculty with no experience and without the Ph.D. or its equivalent normally begins work as an Instructor. For the holders of intermediate degrees, consideration for promotion above Instructor will be given only with the demonstration of outstanding accomplishments.
3. Faculty in their fifth year of full-time employment at the rank of Instructor are notified of promotion or offered a one-year terminal contract no later than May 15 of that year.
4. Persons appointed to the faculty at the rank of Instructor on or before April 15, 1988, are subject to the policies governing non-tenure appointments (see [Mercer University Faculty Handbook](#) section 2.4.3) and at the discretion of the University may be appointed beyond their fifth year of service at that rank. For these persons consideration for promotion to Assistant Professor is given during the eighth year on the faculty for a person with outstanding qualifications.

Supplement to the Promotion Guidelines

Preparation of an Application for Promotion

A. Schedule

In the Spring Semester preceding the year in which a faculty member is eligible for consideration for promotion, the Dean's Office will submit to the Tenure, Promotions, and Peer Review

Committee for its review a list of faculty members thought to be eligible for promotion. Following Committee review (for accuracy), the Dean will before the end of the term and in writing inform those eligible to apply that they are invited to apply for promotion. This arrangement will enable candidates for promotion to prepare their applications and supporting dossiers over the summer.

B. The full promotion dossier will include the following:

1. A letter of application, setting forth a statement of the reasons for which the applicant is deserving of promotion.
2. A current curriculum vitae from the applicant
3. A letter of recommendation from the Area Chair
4. Evidence of excellence in teaching including, at the least, syllabi, specimens of examinations, representative samples of the range of student work and successes:

Certainly, indication of student responses to or perceptions of teaching is desirable. It is the applicant's responsibility to document teaching excellence. If one or another type of evidence or documentation is not provided, the assumption will be that the relevant form of evidence does not exist.

- i. Course syllabi
 - ii. Student Course evaluations
 - iii. Previous Annual Faculty Reports, updated to include subsequent activities
 - iv. Self-Evaluation
 - v. Chair's Evaluation letter
 - vi. Previous Dean's evaluation letters/reports
 - vii. One Recommendation letter/evaluation letter from an external referee
 - viii. Two recommendation letters from faculty colleagues within the TSM
 - ix. Other supporting materials
5. For Associate Professor:
 - i. Evidence of satisfactory creative and/or scholarly activity
 - ii. Evidence of satisfactory service to the college (See guidelines for application for tenure above: Criteria for promotion to Associate Professor in the Townsend School are identical to criteria for tenure)
 6. For Professor:
 - i. Evidence of excellent professional creative and/or scholarly activity and satisfactory service to the School outside of the classroom

OR

 - ii. Evidence of excellent service to the School outside of the classroom and satisfactory scholarship and/or creative activity.

3.5.3. Post-Tenure Review

All tenured faculty will submit their materials on a five-year rotating basis to the Chair of the Tenure, Promotion, and Peer Review Committee for review on or before January 16.

Materials requested for peer review:

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

Preparing a Faculty Development Profile for Post-Tenure Review

At the time when a faculty member is notified that he or she is scheduled for post-tenure review, the Dean shall inform the faculty member of specific requirements for the application, including the number and form of copies, information on best practices for formatting student perceptions data, etc.

Normally, post-tenure review materials include:

1. An abbreviated Faculty Development Profile (3-5 pages) that includes analysis and reflection on:
 - a. The evidence of excellence in teaching
 - b. The evidence of satisfactory scholarship
 - c. The evidence of satisfactory service contributions to the Area, School, University, discipline, and/or community
2. Projected goals in the areas of teaching, scholarship, and service developed in consultation with the Area Chair
3. Copies of Annual Faculty Reports during the covered period
4. A summary of student perceptions of teaching data during the covered period
5. Feedback from at least two tenured faculty peers who have observed instruction in the last two years
6. A letter from the Area Chair describing and evaluating accomplishments in teaching, scholarship, and service, and endorsing future goals

The Townsend School of Music requires a rigorous system of post-tenure review to ensure on-going professional development. The post-tenure review process will be conducted according to standards that protect academic freedom and the quality of education, including the freedom to pursue novel, unpopular, or unfashionable lines of inquiry. Further, post-tenure review is not a re-evaluation of tenure.

Criteria

All tenured members of the faculty are expected to maintain excellence in teaching and remain at least satisfactory in scholarship and service.

Schedule

Faculty undergo post-tenure review in their sixth year after tenure and every sixth year afterwards. For Associate Professors with eight or more years in rank, submission of an application for promotion to Professor may be substituted for post-tenure review, and regardless of the application's disposition, submission of the application resets the six-year time clock.

Application for promotion to Professor may be substituted for post-tenure review, and regardless of the application's disposition, submission of the application resets the six-year time clock.

In the Spring Semester preceding the year in which a faculty member is due for post-tenure review, the Dean will before the end of the term and in writing inform those due.

This arrangement will enable individual faculty to prepare the necessary materials over the summer. The Faculty Development Profile is due to the Area Chair of the candidate's department by December 1. The faculty member will submit all materials to the Chair of the Tenure, Promotions, and Peer Review Committee by February 1. Faculty members will be informed in advance about the number of copies and appropriate format needed of each part.

3.5.3.1. Recommendations of the Tenure, Promotion, and Peer Review Committee

The TP&PR Committee shall advise the Dean on whether faculty members have met the College's expectations for post-tenure review (excellence in teaching, satisfactory scholarship, and satisfactory service). When the Committee concludes that a member of the faculty does not meet the expectations, a faculty development plan is recommended. The Dean shall meet with the faculty member and the Area Chair to develop a plan and corresponding timeline that will support the faculty member in returning to full performance. The Dean may require a follow-up review by the TP&PR Committee and post-tenure review at the conclusion of plan.

3.3.5 Emeritus Status (Faculty Emeritus/Emerita Status Eligibility Criteria, Process and Benefits [Mercer University Faculty Handbook](#) section 2.4.4)

Fully retired faculty members with at least ten years of exceptional service may be recommended by the College of Emeritus Status.

A letter of nomination must be submitted by a member of the faculty or by the Area Chair to the Dean by January 15. It should document the faculty member's exceptional contributions to Mercer. The Dean will then endorse or not endorse the nomination with supporting comments and forward the application to the Executive Vice President and Provost. In turn, the Executive Vice President and Provost will either endorse or not endorse the nomination with supporting comments and forward the application to the President, who will make a decision by April 1. If the President decides favorably on the nomination, the award of Emeritus status will be submitted to the Board of Trustees for confirmation at its regular April meeting.

The benefits of Emeritus Status are as follows:

- Lifetime issuance of an Emeritus Faculty Identification Card (Bear Card)
- Lifetime listings in the University Catalog and telephone directory as an Emeritus faculty member
- Emeritus faculty may continue to maintain an e-mail account and Internet access through the University, subject to adequate University resources as determined by the appropriate School or College Dean
- Emeritus faculty will have access to the library and all recreational facilities and events at a standard faculty rate
- Emeritus faculty will receive a free parking permit upon annual request

- Emeritus faculty may request use of a departmental mailbox and University office space, contingent upon the availability of office space as determined and approved by the appropriate Department Chairperson
- Emeritus faculty may have access to reasonable usage of Department stationery and mailing privileges, contingent upon available resources as determined by the appropriate Department Chairperson
- Emeritus faculty may continue to be eligible to teach as needed
- Emeritus faculty may be eligible to serve on ad hoc School/College and University committees upon appointment by the respective School or College Dean, the House of Delegates, or the Executive Vice President and Provost
- Emeritus faculty will have all other rights and privileges enjoyed by retired University faculty as stated in the appropriate University policies

3.5.4. Dean Review

All faculty members will be asked to submit a report every three (3) years evaluating the effectiveness of the Dean's leadership. This report is collected by the Office of the Provost.

3.6. Termination or Resignation of a Faculty Member

For the most up to date version of the University policy, please see [Mercer University Faculty Handbook](#).

3.6.1. Procedures for Termination of Appointment by the University

1. Termination of an appointment with tenure or of a non-tenured appointment before the end of the appointment term may be effected by the institution only for adequate cause. Without limiting the generality of the term "adequate cause," the following are examples of circumstances which shall be considered as constituting adequate cause: (a) demonstrated incompetence or dishonesty in teaching or research; (b) substantial and manifest neglect of duties; (c) moral turpitude; (d) flagrant violation of professional ethics, or personal conduct which substantially impairs the individual's fulfillment of responsibilities to the University; (e) functional medical disability; (f) financial exigency; and (g) discontinuance of program. The burden of proof that such circumstances exist rests upon the University.
2. If the termination takes the form of dismissal for cause, including those indicated as examples (a) through (d) above, it shall be pursuant to the dismissal procedures specified in Section 2.8 Dismissal Procedures.
3. Termination of a tenured appointment, or of a non-tenured appointment before the end of the period of appointment, for medical reasons shall be based upon clear and convincing medical evidence that shall, if the faculty members requests, be reviewed in accordance with the procedures specified in Section 2.8 Dismissal Procedures.
4. Termination of a tenured appointment, or of a non-tenured appointment before the end of the appointment term, may occur as a result of financial exigency or as a result of the formal discontinuance of a program. In these cases, the procedures specified in Section 2.8 shall not apply, but the standards and procedures prescribed under paragraphs 5 and 6 below, in the case of financial exigency, or under paragraph 7 below, in the case of discontinuance of program, shall be followed. Paragraphs 8 and 9 below indicate special rights of faculty terminated under these circumstances.

5. The decision that a financial exigency exists shall be made by the Board of Trustees only after the following steps have been carried out:
 - a. If the President believes that a financial crisis threatens the University that may justify declaration of a state of financial exigency, the President shall call the Financial Emergency Committee into session and shall inform it of the nature and severity of the perceived financial crisis. The Financial Emergency Committee shall consist of the Executive Committee of the University Faculty House of Delegates together with one (1) other faculty member from each college or school of the University. The Chair of the House of Delegates shall chair the Financial Emergency Committee.
 - b. The Financial Emergency Committee shall request that the House of Delegates meet. At that meeting the President shall inform the House of Delegates of the nature of the financial crisis. The House of Delegates shall determine whether, in its judgment, the crisis is severe enough to warrant declaration of a state of financial exigency and shall record its determination in a resolution to be communicated to the President and to the Financial Emergency Committee.
 - c. The Financial Emergency Committee shall determine whether a financial crisis justifying the declaration of a financial exigency exists and shall communicate its determination to the President.
 - d. The President shall, in consultation with the Financial Emergency Committee and the House of Delegates, determine whether a financial crisis justifying declaration of financial exigency exists.
 - e. If the President and the Financial Emergency Committee agree that such a financial crisis exists, a joint recommendation that financial exigency be declared shall be forwarded to the Board of Trustees, together with all supporting documents and the resolution of the House of Delegates. If the determinations of the President and of the Financial Emergency Committee differ, both determinations, together with all supporting documents and the resolution of the House of Delegates, shall be presented by the President and the Chair of the Financial Emergency Committee to the Board of Trustees before the Board acts on the recommendation.
 - f. A state of financial exigency shall exist upon declaration by the Board of Trustees.
6. Upon declaration of a state of financial exigency, the following procedures shall be carried out:
 - a. The Financial Emergency Committee shall advise the President on means by which the University can resolve the financial crisis. The Financial Emergency Committee shall concurrently apprise the House of Delegates of its deliberations and advice.
 - b. The Financial Emergency Committee shall identify and evaluate cost-reduction measures designed to avoid the need for termination of faculty appointments and shall recommend to the President such alternatives as it deems feasible and appropriate. The Financial Emergency Committee shall consider such measures as temporary furlough of faculty as a means of meeting the financial crisis in the short term while allowing long-term measures to be undertaken in an orderly manner.
 - c. The President and the Board of Trustees shall consider and implement all cost-reduction measures, short of termination of faculty appointments, which they deem feasible and appropriate. The hiring of new faculty during a financial emergency shall be limited to extraordinary circumstances wherein an academic program would otherwise be seriously affected. Such proposed new hiring shall be stringently reviewed by the appropriate elected faculty body in each school or college.

- d. If such cost-reduction measures are deemed by the President to be insufficient to resolve the financial crisis, the President shall ask the Financial Emergency Committee to develop procedures for the termination of faculty appointments. In the development of these procedures, the Financial Emergency Committee shall be guided by the following principles:
 - i. Program needs. In order to meet the needs of the reduced program at the highest level of academic quality on a long-range basis, the following factors will be considered: (a) experience and knowledge in the courses offered in the reduced program; (b) academic credentials; (c) teaching load (number of sections and students taught); (d) teaching ability; (e) experience or knowledge in other academic areas (ability to double up); and (f) research and scholarly quality and productivity. Individual faculty salaries will not be considered.
 - ii. Tenure Status. A tenured faculty member will generally be retained in preference to a non-tenured faculty member.
7. "Program," as used herein, means (a) a college, school, department, division, or instructional unit headed by an academic administrator; (b) a coherent set of courses or program of study that leads to an academic degree; (c) a coherent set of courses or program of study that does not lead to an academic degree but serves to educate or train students (e.g., a professional certification program or a remedial program); or (d) a research or service unit which may or may not educate students. Programs shall be defined by the academic unit of oversight. For the purposes of closure, only those programs defined as such for one academic year prior to consideration for closure shall be considered "programs." If the program to be eliminated is a department or other unit within a college or school, the decision shall be made by the Board after receiving the recommendations of the faculty (or appropriate faculty body) of the college or school, the Dean, the Provost, the President, and the Educational Policy Committee. If the program to be eliminated is an entire college or school, the decision shall be made by the Board after receiving the recommendations of the affected faculty, the University Faculty House of Delegates, the Provost, the President, and the Educational Policy Committee.
8. Tenured faculty members identified for termination as a result of financial exigency or program elimination shall have the following rights without limitation:
 - a. Tenured faculty members whose appointments will be terminated must be given notice as soon as possible and should be given notice at least 12 months in advance of the effective date of termination. If the termination decision has not been made in time to permit 12 months' notice, severance salary shall be awarded to the extent of the lateness of the notice.
 - b. The University will make every effort to place affected tenured faculty members in other suitable positions within the institution. In no event shall such efforts require the placement of a faculty member in a position for which he or she is not qualified.
 - c. The faculty member may request review of the termination decision. An appropriate faculty committee shall be appointed to consider such requests and to make recommendations to the President whose decision may be appealed to the Board of Trustees. The issues which may be considered in such a review are whether the institution has complied with the standards and procedures in this Section and whether the criteria were properly applied in the individual case.
 - d. No tenured appointment terminated because of financial exigency or program elimination shall be filled by a replacement within a period of two years, unless the

terminated faculty member has been offered reappointment and given a reasonable time within which to accept or decline the offer.

9. Non-tenured faculty members whose positions are eliminated as a result of financial exigency or program elimination shall have the following rights, without limitation:
 - a. Non-tenured faculty members must be given notice as soon as possible and should be given notice of non-renewal in accordance with the schedule provided in Mercer University Faculty Handbook section 2.4.3 “Non-Tenured Appointments.” If the decision has not been made until after the appropriate date by which notice should be given, the appointment shall be renewed for a partial term or severance salary shall be awarded to the extent of the lateness of the notice.
 - b. The faculty member may request review of the decision, as provided in paragraph 8.c above.

3.6.2. Termination of Appointment by the Faculty Member

A faculty member may terminate his/her appointment effective at the end of an academic year, provided that he/she gives notice in writing at the earliest possible opportunity, but not later than 30 days after receiving notification of the terms of his/her reappointment for the coming year. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he/she would otherwise be denied substantial professional advancement or other opportunity. Faculty members are expected to give due notice of their intentions not to accept reappointment so as to assist the University in procuring a qualified replacement.

4. Guidelines for Faculty/Student Travel on School-Sponsored Events

4.1. Faculty/Student Travel

A TSM faculty member must accompany any School authorized event involving students and travel.

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

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

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

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

The use of University vehicles or commercial vehicles for travel is encouraged. If personal vehicles are used, it is recommended that University employees assume the driving responsibilities. All drivers must be an Approved Driver for Mercer University. Information on how to become an approved driver can be found on the Benefits and Payroll [link](#).

The “Release and Hold Harmless” travel form should be completed and signed by all students undertaking international travel. *See Appendix B.*

4.2. Guidelines for Faculty Travel

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

5. Robert McDuffie Center for Strings and The Mercer University Townsend School of Music Governance Policy

Mission Statement

The Robert McDuffie Center for Strings serves as the Strings Division within the Mercer University Townsend School of Music. It is a highly selective undergraduate program that prepares string students for success in music. The Center features some of the nation's most renowned professional string musicians. Center students receive conservatory-level string training while earning a liberal arts degree from an institution of academic excellence. Music faculty and students are part of a community in which collegiality and collaboration are prized.

5.1. Administrative Structure

1. The Director of the Center and the Artistic Director are responsible to the Dean of the School of Music.
2. Artistic and administrative decisions are the responsibilities of the McDuffie Center for Strings' Director and Artistic Director. Approval of these decisions is the responsibility of the Dean of the Townsend School of Music to ensure proper communication, budget management, and holistic vision with the Townsend School of Music.

5.2. Delineation of Responsibilities

The following delineation of responsibilities for both the Townsend School of Music and the McDuffie Center will help ensure accurate expectations, clear communication and positive support.

5.2.1. Budget

The Director of the McDuffie Center is responsible for planning, presentation and management of the Center budget under supervision of the Dean of the Townsend School of Music.

5.2.2. Distinguished Artist Hiring

Selection of Distinguished Artist faculty for the McDuffie Center is the responsibility of the Artistic Director and Director. Hiring of the Distinguished Artist faculty is the responsibility of the Director in consultation with – and subject to approval by – the Dean of the Townsend School of Music.

5.2.3. Student Auditions

Auditions and selection of students for the McDuffie Center are the sole purview of the Director and Artistic Director of the Center, contingent upon acceptance within the University. Scholarship funding will be offered by the Director, and limits are determined by the annual budget.

5.2.4. Curricular Issues

String players of the McDuffie Center are considered a part of the Townsend School of Music student body. All string players will be available to play in the Macon-Mercer Symphony Orchestra. There are NO non-majors in the Center for Strings. The Director of the McDuffie Center and the Dean of the Townsend School of Music will work together to implement this collaboration. Decisions concerning curriculum should be crafted by the Director in consultation with the Artistic Director and the Dean, and then approved by the Townsend School of Music faculty.

5.2.5. Scheduling of Recitals

Scheduling of recitals is the responsibility of the Director in coordination with the Townsend School of Music calendar. Periodic meetings of all ensemble directors, the Director of the McDuffie Center, and the Dean will ensure proper communication for calendar scheduling.

Appendix A:

SYLLABUS TEMPLATE

TOWNSEND SCHOOL OF MUSIC SYLLABI CONTENT FOR SPRING 2022

UPDATED (December 15, 2021)

- ❖ Below you will find the most up-to-date information for your spring 2022 syllabi.
- ❖ Post your syllabus on CANVAS after it has been approved for distribution.
- ❖ *If you teach a course that has both undergraduate and graduate students, please remember that you must produce separate syllabi for the graduate students.*
- ❖ Applied teachers: it is not necessary to produce a separate syllabus for each level of study on a particular instrument, unless the requirements for study differ at each level. You may group all of your undergraduate courses (170, 16x, 26x, 26y, 36x, 36y, 46x, 46y) on one document, and all of your graduate courses on another document (56x, 56y). *Different instruments, i.e. different course numbers, require separate syllabi.*
- ❖ If you cut and paste this information into your syllabus, please remember to match font style and size in your final document.
- ❖ Your final syllabus document will be VERY LONG this year. Please be detailed.
- ❖ As you construct your syllabus, consider how any migration to full-time online instruction will impact how you present course materials, how you disseminate and collect assignments, quizzes, and examinations.
- ❖ **Do NOT include diamond bullet pointed information in your syllabus. This information is here to help you build your syllabus correctly.**

Per the TSM Faculty Handbook, the following information MUST be present on all syllabi:

- Name and number of course, number of section, meeting place, days, times.
- Name of instructor, location and phone number of office, statement of regular office hours (in-person or virtual), availability (if any) at other times.
- Prerequisites (if any) for enrollment in course.
- Course objectives: A brief narrative (usually taken from the MU catalog) which defines the purpose of the course - why the student must take the course

- Learning Outcomes: A list of two or three (or more) expected acquired skills or gained knowledge as a result of the learning activity.
- Tentative schedule of class sessions, assignments, and (briefly) how these relate to course objectives.
- Required text (s).
- Supplemental Text(s). Not required for purchase.
- How the grade will be derived: percentage that comes from: Tests ____ homework (type) ____ projects ____ Other (identify) ____. ***The information in this section should be thoughtfully presented. It is not adequate to give a rubric where the letter grade A = Excellent, B = Very Good, etc. Give plenty of detail. You will want to carefully consider how you will deal with course materials and assignments in the event that we have to transition to online learning during the semester.***
- Attendance policy. ***Please include a statement about leaving class during lectures and rehearsals.*** It is strongly recommended to include the policy on class attendance and absences for Official University events and religious holiday observances. This may be found on pages 97-98 of the 2021 - 2022 University Catalog. <https://registrar.mercer.edu/macon/catalogs.cfm>
- Policies pertaining to late, extra-credit, and make-up work. (See grading section above.)
- **UPDATED** COVID-19 Statements pertinent to the University and to the School of Music for each area of discipline (applied, classroom, ensemble) – SEE BELOW
- Honor System/Academic Integrity statement (see below for exact wording)
- Appropriate ACCESS and Accommodation statement (either undergraduate statement or graduate statement – see below)
- Cell Phones and Pagers (see below)
- Instrument-specific Health and Safety Statements (see below)
- Student Conduct Statement (see below)
- Mental Health and Wellness Statement (see below)
- Another area to carefully consider, and include in your document, is any necessary

equipment/technology the students will need to successfully complete the course, in the event that we transition to online learning.

Honor System/Academic Integrity

Mercer University strives to be a *Community of Respect*, which includes respect for academic integrity. Students operate under an honor system and will exhibit the values of honesty, trustworthiness, and fairness regarding all academic matters. Students, faculty, and staff are expected to report any violations in the forms of, but not limited to, cheating, plagiarism, and academic dishonesty to the honor council appropriate for their campus and program.

Procedures related to Honor Systems and Academic Integrity are outlined in the specific handbooks for each campus and can be found on the Provost website at <http://provost.mercer.edu/handbooks/>

ACCESS and Accommodations Services (do not included diamond bulleted information on your document)

- ❖ **Since the COVID-19 pandemic is not covered under ADA jurisdiction, there is no mention of accommodations for quarantine in the boilerplate.**
- ❖ **Please note that there are two statements, one for undergraduate syllabi and one for graduate syllabi. Please include the appropriate statement in your class documents.**
- ❖ Notice that all requests for reasonable accommodation from students with disabilities will be welcomed (ACCESS and Accommodations Services). *(The paragraph below, found at <https://access.mercer.edu/faculty/> (click on "Faculty Responsibilities" on the left menu bar), MUST be included in your syllabi. Please note that the statement is updated for EACH academic year. You are required to use the most current statement in your syllabi):*

ACCESS/Disability Syllabus Statement for Undergraduate Students on the Macon Campus

Students in need of accommodation due to a disability should contact the Access and Accommodation Office to complete the verification process to become approved for services. In order to receive accommodations, each term, students will request accommodation and faculty notification forms through the Access Office online system [Accommodate](#). Students are strongly encouraged to schedule a meeting with each professor in a timely manner to discuss arrangements. Accommodations are not retroactive in nature. Note - **Disability accommodations or status are**

not reflected on academic transcripts. Students with a history of a disability, perceived as having a disability or with a current disability who do not wish to use academic accommodations are also strongly encouraged to complete the verification process with the Access Office.

Students must request accommodations in a timely manner to receive accommodations in a timely manner.

The Access Coordinator for Macon Campus is
Katie Johnson, Director and ADA/504 Coordinator.
Phone: (478) 301-2778; email: johnson_kc@mercer.edu
Website: www.access.mercer.edu

ACCESS/Disability Syllabus Statement for Graduate Students on the Macon Campus

Students with disabilities requiring ADA/504 accommodation should inform the instructor at the close of the first class meeting or as soon as possible. The instructor will refer you to the TSM Director of Graduate Studies and designated ACCESS Coordinator for consultation regarding documentation of your disability and eligibility for accommodations under the ADA/Section 504. Students must request accommodations in a timely manner. The Director of Graduate Studies is located in the McCorkle Music Building (MUB 161). Students with a documented disability who do not wish to receive academic accommodations are strongly encouraged to register with the Director of Graduate Studies and Katie Johnson, ACCESS Coordinator. For further information, please contact Dr. Richard Kosowski in the Dean's office at 478-301-4167.

Students must request accommodations in a timely manner to receive accommodations in a timely manner.

The Access Coordinator for Macon Campus is
Katie Johnson, Director and ADA/504 Coordinator.
Phone: (478) 301-2778; email: johnson_kc@mercer.edu
Website: www.access.mercer.edu

Cell Phones and Pagers

Out of courtesy for all those participating in the learning experience, all cell phones and pagers must be turned off before entering any classroom, lab, or formal academic or performance event. The faculty or staff member in charge of the class, lab, or academic/performance event is responsible for ensuring that their cell phone number has been registered for emergency text alerting and for monitoring their cell phone for emergency text messages.

Health and Safety Statements

(The Health and Safety Statement is required for all applied lesson syllabi, ensembles, musicianship classes, methods classes, and class piano and for syllabi in those classes where a health or safety issue is present (i.e. working with sharp tools, dangerous chemicals, conditions where hearing health could be compromised, conditions that could cause repetitive stress injuries, etc. When in doubt about whether these statements should be included, please check with Rich Kosowski or Doug Hill for clarification.)

STUDENT CONDUCT

Student conduct in both academic and non-academic environments while enrolled at Mercer University is carefully detailed on pages 6 – 19 of the University Student Handbook (updated September 8, 2021). The University Student Handbook may be found at by following the provided link:

<https://provost.mercer.edu/resources/handbooks-and-publications/student-handbooks/>

MENTAL HEALTH and WELLNESS:

Mercer University faculty and staff recognize that mental health concerns can impact academic performance and interfere with daily life activities. Please notify your faculty member or academic advisor for academic assistance, as needed. CAPS can also provide support if you're feeling stressed, overwhelmed, anxious, depressed, lost or are struggling with personal issues. Please call or visit the [Counseling and Psychological Services \(CAPS\) website](#) for more information. These services are free and confidential, and support non-traditional, graduate, and undergraduate students. Students at Regional Academic Center locations may call a CAPS Office for assistance in finding local services (that may charge for their services) if distance to either campus creates challenges. CAPS locations include: MACON – Linden House (attached to the MEP Residence Hall), 478-301-2862.

MERCER UNIVERSITY COVID- 19 POLICIES AND PROTOCOL

UNIVERSITY SYLLABUS GUIDANCE

PLEASE READ AND INCLUDE ALL PERTINENT BOILERPLATE IN YOUR SYLLABUS. (Do not include diamond bullet pointed information in your syllabus.)

- ❖ TSM PROTOCOL WILL BE FOUND AFTER THE UNIVERSITY PROTOCOL. BOTH UNIVERSITY AND TSM MATERIALS MUST BE ADDED TO ALL SYLLABI.
- ❖ THE FINAL SECTION OF THE UNIVERSITY SECTION “ONLINE AUDIO/VIDEO REQUIREMENTS” REQUIRES THE INSTRUCTOR TO PROVIDE THE APPROPRIATE INFORMATION ABOUT HOW YOU ARE RECORDING YOUR CLASSES, ENSEMBLES, AND LESSONS.
- ❖ If you do not intend to use RESPONDUS proctoring for your exams, it will not be necessary to include this information on your syllabus document.
- ❖ In the face of the ongoing SARS-CoV-2 pandemic, the University prioritizes the health, safety and well-being of the Mercer community. With consideration of federal and state guidelines, and in consultation with public health, medical, and infectious disease experts, a robust effort is underway to reengage campus communities this fall in ways that protect health and well-being while advancing the University’s academic mission. A safe, engaging on-campus experience will require accommodations from all within our community including testing, physical distancing, face masking, cleaning protocols, and reimagining particular academic pedagogies, policies, and practices. As a community of respect and in the spirit of social solidarity, each of us must adhere to amended social and academic guidelines established by the University.
- ❖ It is unknown if spring 2022 finals will be administered online or in person. The statement about final examinations has been amended to communicate this uncertainty. (*My guess is that we will be in-person for finals. RK*)
- ❖ **Please include the ENTIRE, UPDATED “University Health and Safety Protocol for the Spring 2022 Semester,” including the Student Pledge (“The Pledge”) regarding COVID-19 protocol to our syllabi. (pp. 8-10 of this document)**
- ❖ **Be sure that all embedded hyperlinks are operational and *up-to-date*.**

What TSM Faculty need to know:

- Vaccinated people are encouraged to wear masks in indoor public spaces on campus.

- Unvaccinated people are required to wear masks in indoor public spaces on campus.

Faculty will not be provided a student's vaccination status. **Therefore, instructors and event organizers may require masks in classes or University activities regardless of vaccination status.**

Due to the dynamic COVID-19 conditions, we are referring students to the website for updates. Also, we will email students and employees if there are significant changes to our protocols. Other general information is included on the syllabus statement.

Physical Distancing

Classrooms should be at full-capacity seating, and physical distancing is not required.

Other

- Instructors can distribute and collect papers.
- Snacks are permitted in classrooms.

Symptomatic Students

From the syllabus statement:

If you are [symptomatic of COVID-19](#), whether vaccinated or unvaccinated, you cannot attend in-person classes, labs, orientations, clinical/field experiences, other on-campus activities, or work on campus. You should immediately call Campus Health's 24/7 COVID-19 Hotline at (478) 301-7425 for a testing appointment or get tested immediately at an off-campus location.

That means that instructors or event organizers can politely and privately ask symptomatic students to leave the class/event. As you know, it may be difficult to differentiate between COVID-19 symptoms and symptoms of other illnesses, so it's important for the person to get tested right away and stay home until results are received. The student would need to contact Campus Health (formerly Student Health), and then we would inform faculty to provide academic accommodations until results are received --- and beyond, if the student is positive.

Not Cleared for Class

Prior to the start date, we will send faculty the lists of students who aren't cleared for class. If two instructors are listed for a course, the primary instructor will be sent the list. We'll send complete lists to COVID-19 liaisons. Updates will be sent daily once the term starts.

Surveillance Testing

We will begin surveillance testing of unvaccinated students and employees during the week of August 30.

Vaccine Clinics

Campus Health will continue to offer vaccine clinics throughout the fall semester. Please check the website for dates.

University Health and Safety Protocols for the Spring 2022 Semester

The Pledge

All students are expected to commit to the following pledge:

I pledge to protect myself and others by following the safety guidelines put forth by the University.

I pledge to protect myself and others by reporting immediately to the Campus Health COVID-19 Hotline (478-301-7425) if I become symptomatic of COVID-19. I pledge to test if I am unvaccinated for COVID-19 and isolate until cleared by Mercer Medicine if I test positive for the coronavirus.

I pledge to protect myself and others by respecting the rights of others and acting responsibly to reduce the spread of COVID-19.

Students are expected to monitor and adhere to all policies and guidelines pertaining to COVID-19 found on the [University's COVID-19 website](#).

Violations of these policies may include but are not limited to the following:

- A review of the University's student code of conduct charges
- Removal of a student from a particular University activity
- A registration hold on a student's account
- Deactivation of a student's Bear Card
- Dismissal from class
- A review of the standards of professional conduct penalties (by academic program)

Violations of any policy should be reported immediately to

- the Student Affairs professional in your academic area,
- the Office of Student Affairs (Macon 478-301-2685 or Atlanta 678-547-6823),
- the Director of Regional Academic Center Operations, Mr. Scott Mahone, at 678-547-6551 (for Center students),
- or Mercer Police (Macon 478-301-2970 or Atlanta 678-547-6358).

What You Need to Know

In order to promote safe campuses, students are required to follow these COVID-19 protocols:

- As COVID-19 conditions evolve, the University will post updates on our COVID-19 website. Also, please continue to check your Mercer email frequently for important messages.
- If you are vaccinated for COVID-19, submit a copy or photo of your vaccine card to myvaccine@mercer.edu. Type your full legal name and MUID in the subject line of the email.
- **If you are symptomatic of COVID-19, whether vaccinated or unvaccinated, you cannot attend** in-person classes, labs, orientations, clinical/field experiences, other on-campus activities, or work on campus. You should immediately call Campus Health's 24/7 COVID-19 Hotline at (478) 301-7425 for a testing appointment or get tested immediately at an off-campus location. If you are asymptomatic and would like to get tested, go to go.mercer.edu/covidappt to schedule an appointment at the Macon or Atlanta Campus Health Center.
- Testing locations:
 - Macon – Campus Health Center, Drake Field House, Macon Campus
 - Atlanta – Campus Health Center, Sheffield Building, Atlanta Campus

- Savannah – Memorial University Medical Center, Savannah Campus (Drs. Shelly or Baxter)
 - Columbus – Mercer University School of Medicine, Columbus Campus (Dr. House)
 - Henry and Douglas Counties - Contact the Provost’s Office at provost@mercer.edu for a list of testing facilities near the Mercer centers.
- **An off-campus test must be a nasal swab PCR test. Mercer Medicine does not accept antigen tests (known as rapid tests) or antibody tests.**

All students must provide off-campus, positive COVID-19 results to Campus Health at mytestreport@mercer.edu. In the subject line of the email, type “Macon Test” (for Macon, Savannah, and Columbus students) or type “Atlanta Test” (for Atlanta, Henry, and Douglas students). Be sure to include your full legal name and MUID in the body of the email.

- If you have a health or other disability-related reason that would warrant a reasonable accommodation with respect to COVID-19 testing, please contact the Office of the Provost at provost@mercer.edu or 478-301-2110.
- The University has implemented mandatory surveillance testing for unvaccinated students. Students may be selected for surveillance testing multiple times during the semester. You must participate in surveillance testing in order to attend classes, labs, or any campus activity.

Exceptions to surveillance testing include

- students who are fully vaccinated,
 - students who are not on campus for any reason because they are enrolled in off-campus experiences or totally online programs/courses,
 - students with University-approved accommodations who are learning remotely from home, and
 - students who have tested positive for COVID-19 within the past 90 days.
- If you test at the Campus Health Center and are positive, a Campus Health staff member will call you from a Mercer phone number with the positive results. With negative results, you will receive an email in your Mercer email account.
 - Students do not submit COVID-19 results directly to faculty, the Dean’s Office, or Student Affairs for COVID-related, excused absences. All COVID-related absences must be processed through Campus Health and the Office of the Provost. Faculty are notified of a student’s COVID-related, excused absence(s).
 - Faculty are required to provide academic accommodations to students who are in isolation after either testing positive at the Campus Health Center or submitting off-campus, positive test results to Campus Health at mytestreport@mercer.edu. Also, if a symptomatic student has been tested and is awaiting results, the student must isolate and be provided academic accommodations during this brief isolation period.
 - You must be cleared from isolation by Campus Health/Mercer Medicine before you can return to campus.

❖ *If you would like to add additional clarifications (The points on pp. 10-11 of this document are not required in your syllabus, but are recommended for inclusion.)*

Sanitation

Hand sanitizer is readily available in all campus facilities. Students are expected to sanitize their hands prior to entering classrooms and labs. Eating and drinking in instructional facilities is strictly prohibited. Cleaning supplies may be available to sanitize seats and desks prior to and after class meetings.

Notification of Course Recording

Course instruction may be recorded using Echo360 or Zoom and will only be available to students registered for the course who need accommodation. Such recordings may include your name, likeness, and participation in class. Recordings of instructional activities will be used solely for class purposes by the instructor and students enrolled in this course during the current semester. Course recordings may not be reproduced or shared in any way (including electronically or posting in any web environment) with those not in the class in this semester.

COVID-19 Excused Absences

Students are expected to observe the course attendance policy. Suspected COVID-19 symptoms, illnesses, or positive test result must be reported to the Mercer Medicine Hotline (478-301-SICK). Absences at the direction of Mercer Medicine to isolate will be excused, and the Instructor WILL receive verification of excused absences from Student Health/Mercer Medicine and the Office of the Provost. However, it is the responsibility of the student to notify the instructor of their absence and to follow the instructor's direction regarding virtual instruction, remote assignment, or make-up opportunity.

***Respondus Lockdown Browser Proctoring**

For tests conducted online, you may be directed to use the Respondus Lockdown Browser. Use of this browser is free. Please [enroll in this Canvas course](#) to obtain the lockdown browser software. Call the Helpdesk at 478-301-7000 if you have difficulty.

***Respondus Monitor Proctoring**

For tests conducted online, you may be directed to use Respondus Monitor, which uses the webcam in your computer to record your test-taking session as well as the lockdown browser. Use of Respondus Monitor means that you must take the online exam using a computer with a webcam

and your test-taking session will be recorded and time-stamped, with the recording available for viewing by your instructor. Respondus Monitor requires a \$15 fee for a student account that spans all courses for one year from the date you initiate and pay for the account. Please [enroll in this Canvas course](#) to obtain the lockdown browser software. When you begin a test session that requires Respondus Monitor for the first time, you will be prompted by Respondus to make payment by credit card. Call the Helpdesk at 478-301-7000 if you have difficulty.

Final Exams

Because of the ongoing SARS-CoV-2 global pandemic, it is possible that final exams for this course may be administered online at the end of the spring 2022 semester. As we approach the end of the semester, further clarification will be provided to students by the University and by the instructor, once University plans for final examinations become known. Students are advised to check their ability to access the Canvas course platform and for any additional technological requirements prior to the date of the final exam. Any technological difficulty accessing, completing, or submitting the final exam must be immediately reported to the instructor for accommodation.

Zoom Office Hours

Virtual office hours will be conducted synchronously via Zoom and in-person. During Zoom office hours you must follow appropriate protocols in terms of audio muting and video enabling as directed by the instructor. Zoom sessions are a professional environment, you must ensure that your username, demeanor, dress, and background are appropriate.

Online Audio/Video Requirements

This course will include online sessions delivered via **<insert synchronously or asynchronously>** via **<insert platform e.g.: Zoom, Discord>**. You must have appropriate internet access, and audio and video capability on your computer for participation. Class protocol requires that your audio remain on mute unless you are responding to the instructor or addressing course participants. Your video must be **< insert enabled or disabled>** during such video sessions. As with in-person class, online sessions are an extension of the classroom, you must ensure that your username, demeanor, dress, and background are appropriate.

TOWNSEND SCHOOL OF MUSIC COVID-19 PROTOCOL

- ❖ **Please include all pertinent information that pertains directly to your class, ensemble, or applied area of instruction in your syllabus document.**

- ❖ **Do include the following for ALL syllabi: McCorkle Music Building and Bell House Information**
- ❖ **Applied Lesson syllabi should include: Practice Rooms, Private Lessons (General Information), and Area Specific Applied Lesson Information**

MUSIC OFFICE

- The Townsend School of Music Office is not open to students, with the exception of student workers who are assigned to the Music Office.
- Student questions/needs will be handled through the Music Office sliding window that will be staffed weekdays between 10:00 am - 5:00 pm.
- Students needing materials copied will be instructed to use Mercer's Bear Print pay-for-print system that allows students to use their personal computer or a Mercer computer lab workstation to print documents and pick up at the student's convenience. Macon campus Bear Print locations are Tarver Library and the Academic Resource Center (monochromatic copies only).
- Faculty will have access to the Music Office and copier.
- Faculty may request Leigh Anne Hise or a student worker to copy instructional materials. Please plan accordingly and allow sufficient time to complete the copy request.
- The Dean will continue to have an open-door policy, but faculty who prefer face-to-face conversation without risk should request a Zoom meeting (preferred) or phone conversation.

MCCORKLE MUSIC BUILDING AND BELL HOUSE

- **Per the Mercer University COVID-19 Protocol Honor Code, students who are unvaccinated are to remain masked while in the School of Music, Newton Chapel, the Bell House, and all associated music spaces, like Penfield Hall.** There are no exceptions to this rule, except under doctor supervision and approval granted by the University. Faculty, staff, and students who are fully vaccinated may elect to not wear a mask while on University property, as directed by the University.
- McCorkle Music Building and the Bell House are for music students only. Non-music students may not use the building for practice unless required by ensemble scholarship. Non-music majors who attend classes and ensembles in the McCorkle Music Building are the only students other than TSM majors who will have access to the building.
- Masks must be worn and physical distancing required at all times when using shared spaces. Face shields may be worn, but only if a mask is worn beneath the face shield. Please obey all signage and do not obstruct those who need to move through the shared spaces.
- Mercer's contracted custodial service (National Management) will clean and disinfect high touch surfaces in common areas once daily.
- Faculty and students are responsible for wiping high-touch surfaces with approved disinfectants between lessons.
- Students will not be allowed to use the Green Room in McCorkle.

- McDuffie Center for Strings students, please use the Kitchen in Bell House as infrequently as possible, with users providing their own containers and utensils. Students who use the Kitchen in the Bell House must clean all containers and shared equipment before and after use (including the microwave interior). **IF YOU TOUCH IT, CLEAN IT!**
- If you set up a large room for a chamber rehearsal, please put your stands and chairs away where you found them when you have finished your rehearsal (do NOT leave your chairs and stands in the middle of the room), and be sure to wipe down any surface you may have touched.
- Always practice good hygiene. Everyone should wash their hands often with soap and water for at least 20 seconds, especially while in public spaces and after blowing their nose, coughing, sneezing, or touching their face. It is strongly suggested that everyone use the hand-washing guidelines each time after entering and exiting on-campus spaces and before and after eating. Please strive to avoid touching your eyes, nose, and mouth.
- Hand sanitizer stations are located throughout the McCorkle Building and Bell House. Everyone is encouraged to use the sanitizer stations.
- All teaching studios continue to have reduced capacity because of the need for physical distancing. **Some lessons may be scheduled in larger rooms.**
- The following principles apply when using any Music Building/Bell House rooms:
 1. Stay home if you feel unwell, get tested, and await results before returning to campus.
 2. Keep a safe distance from other people in classes.
 3. Practice healthy hygiene, use hand sanitizer at the start and end of classes, and wipe down surfaces (including pianos, percussion, and music stands) before and after use. Please notify the Music Office if your room is out of hand sanitizer or wipes so they may contact National for refills.

PRACTICE ROOMS

- Robert McDuffie Center for Strings students will use the practice rooms in the Bell House.
- Voice, instrumental, and keyboard majors will have priority of practice rooms in the McCorkle Music Building.
- Practice rooms will have a once-daily routine cleaning by a National custodian.
- Students are expected to wash their hands before proceeding to their practice rooms.
- Students will be responsible for wiping down surfaces, music stands, chairs, doorknobs, light switches, and other high-touch areas before and after use.
- Other mandatory safety guidelines will be posted on practice room doors.
- All equipment (stands, chairs, etc.) are not to leave the practice room.
- Keep the keyboard closed when not in use.
- Food and beverages are not allowed in practice rooms. Violators will lose practice room privileges.
- It is recommended that Practice Room doors be open for at least 20 minutes before the next practice session begins. Please leave the practice room doors open upon completion of practice time.
- Students will continue to sign-up for practice room time.
- Practice rooms are for TSM students only. The only exceptions to this are students who are on scholarship with required practice times to fulfill scholarship requirements.
- Condensation water from the wind and brass instruments must be collected in absorbent paper and disposed of in the trashcan. Liquid from the instrument must not drip on the floor or otherwise disperse in the room.

PRIVATE LESSONS (General Information)

- Applied lessons will be given in faculty studios, Fickling Hall, Newton Hall, Band Hall, Choir Room, and other spaces as assigned.
- Applied teachers will wear masks unless teaching a wind instrument. Masks are only to be removed when demonstrating. Otherwise, the mask should remain on the entire time.
- Safe physical distancing must be observed throughout lessons, with no physical contact or sharing of equipment, and a maximum of one (1) teacher and one (1) student at all times. The only exception is when an accompanist participates with the lesson.
- Lessons for percussion students must be in the Band Hall. Students must bring their own mallets and wipe down the percussion instruments at the start and the end of their lesson, per Dr. Reddick's instruction.
- Flute students must bring their own receptacle to capture condensation produced through blowing across the embouchure, and take it away with them at the end of the lesson. Do not release condensation onto the floor.
- Lessons for other woodwind and brass students: Students must bring their own receptacle to capture condensation produced through blowing into the instrument, and take it away with them at the end of the lesson. Do not release condensation onto the floor.
- Lessons for piano students will be in various locations, based upon required distancing protocol. Students must wipe down their piano at the start and at the end of the lesson. Teachers must use a separate piano from their student and must wipe down their piano at the start and the end of the lesson.
- Lessons for strings students may be in staff offices, teaching rooms, or the Bell House Salon.

PRIVATE LESSONS FOR STRINGS, HARP, PERCUSSION, PIANO, ORGAN, AND COMPOSITION

- Teaching must accommodate physical distancing of three (3) feet.
- Lessons are not to exceed 50 minutes.
- Please leave the door open between each lesson to allow for adequate air exchange.
- Daily disinfection following Mercer University recommendations for classrooms.
- Faculty and students are responsible for cleaning music stands, piano keyboards, and other surfaces before and after each lesson.

PRIVATE LESSONS FOR WOODWIND AND BRASS

- Masks are required for the teacher and the accompanist. Masks also are required for students with a slit cut for the mouthpiece. Masks must be worn during the private lesson.
- Lessons of no more than 50 minutes.
- Daily disinfection and/or disinfectant wipe down, per Mercer University recommendations.
- Faculty and students are responsible for cleaning music stands, piano keyboards, and other surfaces using disinfectant wipes before and after each lesson.
- Practice water key etiquette.
- Instrument bell should not be directed towards others. Bell covers should be used.
- Specific hygiene for each instrument will be distributed by applied teachers.

PRIVATE LESSONS FOR VOCALISTS

- Lessons may be in studios or larger rooms, as assigned.
- Depending on distances between teacher, student, and accompanist, masks may need to be worn during the lesson. It is recommended that the teacher and accompanist keep their mask on during the lesson.
- Lessons of no more than 50 minutes.
- Daily disinfection and/or disinfectant wipe down, per Mercer University recommendations.
- Faculty and students are responsible for cleaning of music stands, piano keyboards, and other surfaces before and after each lesson.

ENSEMBLE CLASSES

Instrumental Ensembles, Repertoire, and Studio Classes

- Physical distancing of three (3) feet between students should be observed.
- Daily disinfection including disinfectant wipe down for all instruments, per Mercer University recommendations.
- Woodwind and brass instrument bells should not be directed toward others. A bell cover should be used, as appropriate for your instrument.
- Woodwind water key etiquette. Drape water valve should be covered.
- Faculty and students are responsible for cleaning music stands, piano keyboards, and other surfaces before and after each lesson.

CHORAL ENSEMBLES AND OPERA

- Fabric masks are required for everyone at all times, including while singing in ensemble.
- Physical distancing of three (3) feet while masked.
- When possible, rehearsals should be outside.
- Depending upon the air exchange in which a rehearsal is held, rehearsals should be 30-50 minutes in length.
- Daily disinfection and/or disinfectant wipe down, per Mercer University recommendations should be done before and after rehearsals.
- Faculty and students are responsible for cleaning music stands, piano keyboards, and other surfaces before and after each rehearsal.

Appendix B:

Release and Hold Harmless Agreement

THIS RELEASE AND HOLD HARMLESS AGREEMENT is entered into this day of _____, 20____ by and between _____
[Full name of Participant]

Whose address is _____ (“Participant”) and _____

[Full name, address, and relationship of the Participant's Parent or Guardian] (collectively referred to as the “Undersigned”) and **THE CORPORATION OF MERCER UNIVERSITY**, a nonprofit corporation organized under the laws of the State of Georgia (“University”).

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

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

[Description of Music Tour] (“**Music Tour**”), arranged through the University’s School of Music, and organized and conducted by _____ [Name of

Travel Agency] (“**Travel Agency**”) from _____, 20____ through _____

_____, 20____, on location in the country of _____ (“**Host**

Country”). It is expressly acknowledged that Participant is not required to participate in the Music Tour.

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

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

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

3. Undersigned's Responsibility for Medical Needs

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

4. Disclaimer of University's Responsibility

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

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

5. University's Rights and Powers

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

6. Undersigned's Assumption of Risks

- A. Knowing the dangers, hazards, and risks of such activities, and in consideration of the Participant being permitted to participate in the Music Tour, the Undersigned, on behalf of the Participant, his/her family, heirs, and personal representatives, agree to assume all the risks and responsibilities surrounding the Participant's participation in the Music Tour, in

all transportation in connection therewith, and in any independent activities undertaken as an adjunct thereto. The Undersigned further agree, in advance, forever to release and discharge the University, its governing board, officers, agents, employees, and students acting as employees ("Releasees") from and against any and all liability for any harm, injury, damage, claims, demands, actions, causes of action, costs, and expenses of any nature whatsoever which the Undersigned may have or which may hereafter accrue to the Undersigned, arising out of or related to any loss, damage, or injury (including but not limited to suffering and death) that may be sustained by the Participant or by any property belonging to him/her, whether caused by the negligence or carelessness of the Releasees or otherwise, while in, on, upon, or in transit to or from the Host Country where the Music tour or any adjunct to the Music Tour occurs or is being conducted.

- B. The Undersigned understand that the Releasees do not have medical personnel available at any performance location on the Music Tour, during transportation to or from such performance location, or anywhere in the Host Country. The Undersigned understand and agree that the Releasees are granted permission to authorize emergency medical treatment for the Participant, if necessary, and that such action by the Releasees shall be subject to the terms of this Agreement. The Undersigned further understand and agree that the Releasees assume no responsibility for any injury or damage which might arise out of or in connection with such authorized emergency medical treatment.
- C. It is the Undersigned's express intent that this Release and Hold Harmless Agreement shall bind the members of the Participant's family and spouse if the Participant is alive, and the Participant's family, estate, heirs, administrators, personal representatives, or assigns if the Participant is deceased, and shall be deemed to be a release, waiver, discharge, and covenant not to sue the above-named Releasees. The Undersigned agree to save and hold harmless, indemnify, and defend the Releasees from any claim by the Undersigned or the Undersigned's family or other personal representatives, arising out of the Participant's participation in the Music Tour.
- D. In signing this Release and Hold Harmless Agreement, the Undersigned acknowledge and represent that they have become fully informed of the contents of this Agreement by reading it before signing it, and by signing this document as their own free act and deed confirm that no oral representations, statements, or inducements, apart from the foregoing written statement, have been made.
- E. The Undersigned execute this Release and Hold Harmless Agreement for full, adequate, and complete consideration, fully intending to be bound by the same.

7. Governing Law and Forum; Severability

This Agreement shall be construed in accordance with the laws of the State of Georgia, which shall be the forum for any claim(s) filed under or incident to this Agreement or the Music Tour. The term and provisions of this Agreement shall be severable, such that if a court of

competent jurisdiction holds any term to be illegal, unenforceable, or in conflict with any law governing this Agreement, the validity of the remaining portions shall not be affected thereby.

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

STUDENT/PARTICIPANT:

WITNESS:

[Signature]

[Signature]

[Printed Name]

[Printed Name]

PARENT/GUARDIAN: WITNESS:

[Signature]

[Signature]

[Printed Name]

[Printed Name]

THE CORPORATION OF MERCER UNIVERSITY

BY: _____

Appendix C:

Faculty Absence Request Form



FACULTY ABSENCE REQUEST FORM

Name: _____ Date Submitted: _____

Date(s) of Absence: _____

Purpose: _____

List of classes from which you will be absent [include day(s) and time(s)]:

Teaching duties covered by:

Contact Information during absence: _____

***Please submit this form to the Dean's Office
no later than one (1) week
before the anticipated absence***