Section 3: GOVERNANCE AND ADMINISTRATION
Instrument of Governance of the School of Music, Theatre and Dance
The University of North Carolina at Greensboro
Approved by the SMTD faculty, April 2013

3.1 STATEMENT OF AUTHORITY
The Faculty of the School of Music, Theatre and Dance, hereinafter designated as the Faculty, accepts for its guidance this Instrument of Governance. This instrument of Governance embodies the standards of Shared Governance required by The University of North Carolina, whereby Faculty participate in significant decisions about the operation of our School.

3.2 THE DEAN
The Dean is the administrative head of the School of Music, Theatre and Dance. The authority of the Dean derives from responsibility delegated by the Chancellor of the University through the Provost. The Dean provides leadership and oversight in matters relating to program development, personnel, faculty workload, annual review, resource management, support services, public relations and external funding. The initiation of proposals for, and evaluations of, all policies and actions of the School, and the representation of the School at the administrative level of the University are additional responsibilities of the Dean. The Dean may delegate duties to various administrative and faculty associates, committees, and Departments, and s/he is expected to consider the advice and recommendations of colleagues in making decisions. But except where explicitly stated otherwise in University regulations, the Dean has the ultimate authority and responsibility for the actions of the School.

3.3 PURPOSE
This Instrument of Governance serves to codify and ensure appropriate transparency in the structures through which faculty initiate and participate in the academic and administrative affairs of the School.

3.4 BASIC STRUCTURE (See Appendix One)
The School of Music, Theatre and Dance comprises five academic departments:
- Music Studies (Genie: MUS, Banner: MSD)
- Music Performance (Genie and Banner: MUP)
- Music Education (Genie and Banner: MUE)
- Theatre (Genie and Banner: THR)
- Dance (Genie and Banner: DCE)

Each Department is served by a Head, appointed by the Dean, with concomitant privileges, rights and responsibilities as specified by the University. Department faculty meet regularly to conduct the business of the department and to discuss issues important to the entire School.

Each Department has a Director of Undergraduate Study and a Director of Graduate Study.

In addition, there are at any time various other agencies in existence in the School, such as academic programs within Departments, specialized administrative offices, professional organizations and/or guest organizations which either are not part of the formal organization of the School or formal units which are not organized at the School level.
The administration of the School consists of the Dean, the Associate Dean, and Department Heads.

The Administrative Officers of the School, other than the Dean, shall have duties and responsibilities determined by the Dean. These duties and responsibilities shall be consistent with the School's Instrument of Governance and the rights and obligations of the Faculty.

3.4.1 DEPARTMENTS AND DEPARTMENT HEADS
The departments are the main structural units of the School. Department Heads are charged with leading and administering departments. Administrative responsibility includes, but is not limited to, program oversight, management of budgeted resources, general coordination of departmental personnel and resources, and professional development of faculty, in addition to specific duties and powers described on the Provost’s Publications and Policies online page, located at http://provost.uncg.edu/publications/policyindex.asp, and in the updated online ‘UNCG Faculty Handbook,’ when it becomes available.

A. Each department shall establish a governance structure in accordance with the provisions of the Code of the University of North Carolina, the Regulations on Academic Freedom, Tenure and Due Process, The University of North Carolina at Greensboro Instrument of Government, and this Instrument of Governance.

B. Departments shall be created and department heads shall be appointed to serve and assume responsibilities according to university guidelines as stated in the document “Administrative Guidelines for the Creation of Departments and Appointment of Department Heads,” (1983; revised 2001), available on the Provost’s web page: <http://provost.uncg.edu/publications/academic/index.asp>.

3.4.2 THE FACULTY ASSEMBLY.
The Faculty Assembly shall be the main body of faculty governance in the School.

A. Responsibilities: Per the Standards of Shared Governance adopted by the Faculty Assembly of the University of North Carolina in April 2005, the responsibilities of the School Assembly shall be to:
   • Act as the legislative body of the Faculty for matters in the purview of faculty. In shared governance, this is typically curriculum, graduate programs, awards, promotion and tenure considerations and guidelines, research, and governance;
   • Respond to recommendations of the Dean, Advisory Committees, and Standing Committees;
   • Advocate policies that reflect faculty concerns; and
   • Adopt and amend the School Instrument of Governance.

B. Membership: The voting membership of the Faculty Assembly shall consist of all faculty members of the School within the ranks of pre-tenure, tenure, academic/applied/research professionals and lecturer/instructor who hold an appointment of at least .75 FTE.

C. Officers: The presiding officer of the Faculty Assembly (Faculty Chair) shall be the Chairperson of the Faculty Council (FC; see 3.5.1, below). If the Faculty Chair is unable to preside, that duty shall devolve to the immediate past Chair, and then to the Chair-Elect. The Faculty Chair shall prepare the agenda for each meeting of the Faculty in consultation with members of the Faculty Council (FC), the Dean, and appropriate Faculty, and shall distribute them no fewer than five (5) calendar days prior to the scheduled meeting. In the absence of such distribution, issues in question may be discussed but may not be brought to the Faculty for action.
The Faculty Chair-Elect shall record minutes of the Faculty Assembly and distribute them as per 3.4.2 F, below. If the Chair-Elect is the Presiding Officer, the Chair-Elect shall appoint an acting secretary.

The immediate Past-Chair shall serve as an advisor to the Faculty Chair and Chair-Elect.

D. **Quorum:** Faculty Members present shall constitute a quorum of the Assembly. There shall be no proxy voting.

E. **Meetings and Procedures:** Assembly meetings shall be conducted according to *Robert’s Rules of Order*. The Faculty shall schedule no fewer than two regular meetings each fall and two each spring semester. The Faculty Chair shall determine the time, place, and date of meetings. This information shall be distributed to all faculty at the opening School convocation.

In addition to the four full faculty meetings, the FC may choose to exercise electronic options for further deliberations. In the event of an emergency that cannot be handled by full faculty electronic ballot, the FC may act for the Faculty, provided that such action is referred to the Faculty for comment and/or confirmation at its next meeting. See 3.5.1 A below.

The Presiding Officer may extend speaking privileges to non-members at Assembly meetings. The Faculty may go into executive session at any meeting by a majority vote of members present and voting. Only voting members of the Faculty may attend executive sessions of the Faculty Assembly (see 3.4.2 B, above).

Special meetings may be called at the discretion of the FC or Dean or if ten or more voting members of the Faculty make a written request to the Faculty Chair. The same rules that govern agenda, notification, and quorum for regular meetings shall apply to special meetings.

F. **Minutes:** The Faculty Chair-Elect shall record minutes comprising all formal actions of the Faculty Assembly and post them online. Minutes shall be maintained in the Dean’s office.

### 3.4.3 STANDING COMMITTEES OF THE FACULTY ASSEMBLY

The Faculty Assembly of the School shall delegate appropriate responsibilities to Standing Committees, which are responsible to the Faculty Assembly and to the Dean. Standing and Ad Hoc Committees shall be established with the consent of the Faculty Assembly. The standing committees are the Curriculum Committee, Performing Arts Series Committee, and the Personnel Development and Review Committee. Each standing committee will elect its chair and recording secretary. Only members of the Faculty may be voting members of a standing committee of the Faculty Assembly. The FC shall review the protocols for standing committees every three years or more frequently as warranted. The FC shall make recommendations for revisions to the Faculty Assembly.

Committees shall function in accordance with the protocols approved by the Faculty Assembly.

The Protocols shall include:

a. Responsibilities
b. Membership, including criteria, selection process, and term of office
c. Officers
d. Quorum
Meetings and procedures
Distribution of minutes
(See Appendix Two).

Appendix Two may be modified in accordance with Section 3.4.3 without requiring modification of this Instrument of Government.

3.4.4 Committee Reports
A brief written summary of committee activities is due to the Faculty Chair from each Committee Chair by May 15.

3.5 ADVISORY COUNCILS

3.5.1 Faculty Council

A. Responsibilities
The Faculty Council shall advise the Dean and Administrative Council (AC) by serving as the liaison between the faculty and the SMTD administration in all matters of importance to the School. Such subjects shall include, but not be limited to, strategic planning for the School, review of the SMTD Mission Statement and IOG, programmatic initiatives and review, oversight of function and structure of the Standing Committees of the School, and responses to University or other external initiatives.

In the event of an emergency that cannot be handled by full faculty electronic ballot, the FC may act for the Faculty, provided that such action is referred to the Faculty for comment and/or confirmation at its next meeting.

B. Membership
- Five Faculty members, one from each department, elected within the department, voting members.
- One tenured faculty member, elected by the Faculty Assembly, voting member.
- One non-tenured faculty member, elected by the Faculty Assembly, voting member.
- The senior representative to the Faculty Senate (ex-officio, voting member).
  - If the senior representative to the Faculty Senate is unable to be on the FC, the Chair or Chair-Elect shall appoint another member of the Faculty Senate to be on the FC.
- A member of the AC may serve as an ex-officio, non-voting member.

Elected members shall each serve a three-year term. Terms shall be staggered for continuity. Faculty may serve two consecutive elected terms. Department chairs may not be elected to membership of the FC.

C. Officers
- Faculty Chair
  - Shall serve a one-year term.
  - Shall prepare an agenda for each meeting of the FC in consultation with members of the Faculty Council (FC), Administrative Council (AC), the Dean, and appropriate Faculty
  - Shall distribute the agenda prior to the scheduled meeting
  - In the absence of such distribution, issues in question may be discussed but may not be acted upon
• Chairperson Elect
  o Shall serve a one-year term prior to assuming the duties of Faculty Chair at the beginning of the following academic year.
  o Shall be elected by the members of the FAC at the first meeting of the academic year
  o Shall be from a department other than that of the sitting Chair
  o Shall record minutes of the Faculty Assembly and distribute them as per 3.4.2 F, above
  o Shall serve as presiding officer in the absence of the Chair
  o Shall appoint an acting secretary if presiding at FC or Faculty Assembly meeting

D. Quorum. A majority of Council Members shall constitute a quorum of the FC.

E. Meetings and Procedures.
• The Faculty Council shall meet at least twice each semester and inform the faculty of the time and place of its meetings
• An agenda shall be distributed to Council members in advance of each meeting
• In a FC member’s absence, he/she may appoint a departmental colleague to attend in his/her place. This appointee will have voting privileges.
• Gallery privileges at FC meetings shall be extended to any member of the faculty. However, the FC may go into executive session at any meeting, either by a majority vote of the members present or at the discretion of the presiding officer. Only members of the FC may be present when the FC is in executive session.
• Report actions and activities to the faculty regarding its work

F. Minutes: Minutes of all formal actions of FC shall be posted online and maintained in the Dean’s office.

3.5.2 Administrative Council

A. Responsibilities.  
The Administrative Council shall serve as an advisory body to the Dean on matters of importance to the School. Such subjects shall include, but not be limited to, planning for the School and its constituent departments, programmatic initiatives and review, budgetary planning and analysis, and responses to University or other external initiatives.

B. Membership. Dean, Associate Dean, Department Heads, Chair of the FC (or a FC member designated by the FC Chair), and other administrative personnel deemed appropriate by the Dean. The voting members shall be the Department Heads.

C. Officers. The Dean shall be the Chair and presiding officer. In the Dean's absence, the Dean may appoint any member of the AC to serve as presiding officer for that meeting.

D. Quorum. When reaching decisions on action items, a quorum shall consist of all voting members of the council.

E. Meetings and Procedures.
• The Dean shall establish a regular schedule for its meetings with the time, place and dates determined by the Dean. The AC shall meet at least one time per month each fall and spring semester and beyond that as often as necessary to conduct its business.
• The Dean may call special meetings of the AC.
• Gallery privileges are not extended for the AC.
• At the beginning of each semester, the Dean shall inform the FC of anticipated agenda items of
  the AC in order to ensure continuity and transparency.
• Department Heads will update Department Faculty of deliberations of the AC. Every department
  meeting should include an update of recent AC discussions and/or decisions.
  An agenda for meetings of the AC shall be prepared by the Dean and shall be distributed to the AC
  prior to each meeting.

F. Minutes. The Dean shall ensure that minutes are recorded and distributed to the council. Items
approved by the AC shall be posted online.

3.6 AMENDMENTS

3.6.1 AMENDMENTS TO THE INSTRUMENT OF GOVERNANCE

Amendments to the Instrument of Governance shall be submitted to the Faculty by the FAC. Any Faculty
member may request that the FAC consider amendments. The FAC shall review all proposed
amendments and shall make recommendations to the Faculty regarding such amendments as it deems
necessary and appropriate. Amendments shall become effective at the beginning of the following
academic year unless specified otherwise.

The Faculty Assembly may act on amendments at the Faculty meeting at which they are introduced,
provided that all members of the Faculty have received a copy of the amendment at least ten days prior
to the Faculty meeting. To be adopted, amendments must receive the approval of two-thirds of the
Faculty members present and voting.

The FAC may review the provisions of the Instrument of Governance and may on its own initiative
submit to the Faculty any proposed amendments that it deems necessary or appropriate.

3.6.2 SUSPENSION

This Instrument of Governance may be suspended at any regular meeting of the Faculty for a procedural
modification by a 90% vote of members present.

3.7 ADOPTION OF THIS INSTRUMENT

This Instrument of Governance shall become effective upon its adoption by the existing Faculty upon
two-thirds vote of the Faculty members present and voting and upon approval of the Chancellor subject
to the powers of the Board of Trustees, the President of the University System, and the Board of
Governors.

(Draft presented to SMTD Faculty spring 2013)

APPENDIX I: ORGANIZATIONAL STRUCTURE OF THE SCHOOL

The administration of the School consists of the Dean, the Associate Dean and Department Heads.
The Administrative Officers of the School, other than the Dean, shall have duties and responsibilities determined by the Dean. These duties and responsibilities shall be consistent with the School’s Instrument of Government and the rights and obligations of the Faculty.

The School of Music, Theatre and Dance consists of five academic departments. They are the:
- Music Studies Department
- Music Performance Department
- Music Education Department
- Theatre Department
- Dance Department

Each Department is served by a Department Head, appointed by the Dean, with concomitant privileges, rights and responsibilities as specified by the university. Department faculty meet regularly to conduct the business of the department and to discuss issues important to the entire School. Minutes of such meetings are distributed to the entire faculty.

In addition, there are at any time various other agencies in existence in the School, such as academic programs within Departments, specialized administrative offices, professional organizations and/or guest organizations which are either not part of the formal organization of the School or formal units which are not organized at the School level.

APPENDIX II: COMMITTEE STRUCTURE OF THE SCHOOL

All committee members are expected to seek input from and report to the Departments they represent.

Curriculum Committee

A. Responsibilities:
- The Curriculum Committee shall act on all curricular matters requiring unit-level (SMTD) approval and other matters as relevant to the committee’s charge, as necessary.
- Evaluate new degree, course and curriculum proposals and other changes that require committee review.
- Follow all procedures in the University Curriculum Guide, including the requirement for consultations.
- The following additional requirements must be followed for the School of Music, Theatre and Dance:
  o Any proposal from the Departments of Music Performance, Music Education, Music Studies must be approved by all three music department heads and documented in writing.
  o All proposals requiring additional resources must have the Dean’s approval before seeking committee action.

B. Membership:
- Director of Undergraduate Advising, ex-officio and non-voting
- Associate Dean, ex-officio and non-voting
- 5 elected tenured faculty (1 elected from within each department)
Any faculty member who is serving on the University Undergraduate Curriculum Committee or the Curriculum Sub-Committee of the Graduate Studies Committee, who is not a current member of this School committee, will be an additional non-voting member.

Terms of office:
- Elected departmental faculty: staggered 2-year term

**C. Officers:** A Chair is elected from within the membership. The chair or the chair’s designate is responsible for coordinating meeting times, setting and distributing agendas to the entire faculty, and presiding over meetings and seeing that minutes are recorded.

**D. Quorum:** 4 voting members

**E. Meetings and procedures:** Meetings called by the chair as needed, depending on curricular matters needing action.

**F. Minutes:** The chair is responsible for seeing that minutes are taken, distributed to committee members and posted online. Minutes are maintained in the Dean’s office.

### Performing Arts Series Committee

**A. Responsibilities:**
Advise the Dean in matters pertaining to the Performing Arts Series. The Dean is responsible for the Performing Arts Series and its finances.
- Make recommendations to the Series Manager (Director of Marketing or other individual appointed by the Dean) for a varied program of performing arts, keeping in mind that the primary target audience is UNCG students whose fees pay for the Series.
- Assist the Series Manager, when appropriate, with negotiations, arrangements, and contracts for the performers. The Committee chair and the Dean/Dean’s designate will be kept informed throughout the process and consulted as necessary.
- Assist the SMTD Marketing Director in promotion of Series events.

**B. Membership:**
- 5 faculty--One elected from within each of the five departments of the School. The committee members are responsible for consulting and communicating with their departments regarding the work of the committee, including solicitation of suggestions for artists.
- 3 students, one from each discipline in the School (music, theatre, dance). The student members will be selected by the committee at the first meeting of the academic year, based on nominations solicited from the faculty.
- Series Manager, ex-officio and non-voting

**Term of Office:**
- Elected faculty: 3 years-staggered terms
- Students: one year renewable term.

**C. Officers**
• A Chair will be elected from within the membership at the first meeting of the academic year (called by the Dean, as described below).

D. Quorum: 4 members, including at least one faculty representative from each discipline and one student.

E. Meetings and Procedures:
The Dean/Dean’s designate will convene the first meeting of each academic year, no later than the end of the second week of classes. During the first meeting, the Committee will elect a Chair. The Chair will appoint a recorder for each meeting. Additional meetings will be called by the Chair on an as-needed basis.

F. Minutes: The chair is responsible for seeing that minutes are taken, distributed to committee members and posted online. Minutes are maintained in the office of the Dean.

Personnel Development and Review Committee
A. Responsibilities. This committee will foster and evaluate continued professional development and productivity among faculty at all career stages, including:
• Provide the required Unit Level review for all personnel matters, including Reappointment, Promotion and/or Tenure, and Post Tenure Review, Significant Peer Review initiated by either the faculty member or the Department Head.
• Provide Unit Level review, if necessary, for Research Assignment proposals
• Communicate with School faculty regarding University and disciplinary standards of review;
• Ensure compliance with University guidelines and criteria for all personnel matters;
• Administer and evaluate annual Faculty and Graduate Teaching Awards given by the SMTD and the Graduate School;
• Recommend review outcomes to the Dean;
• Write reports on the work of the committee.

B. Membership:
• Five tenured Faculty members who are not department heads, one elected from each department.
• On an annual basis, the Dean in consultation with the PDR Chair shall appoint three additional faculty members appropriate for required decisions that year. This includes ensuring enough Full Professors for deliberation on promotion to that rank, as well as providing significant peer review and post-tenure review of Full Professors. Three Full Professors will constitute a quorum in such cases.
• Faculty under review may not serve on the Committee.
Terms of Office: Three-year, staggered terms, renewable for a second consecutive term.

C. Officers: The Committee shall elect a chairperson who shall convene the Committee, preside at meetings, and serve as spokesperson.
D. **Quorum:** Four members (who are eligible to vote on a particular candidate).

E. **Meetings:** As needed
   - Members of the Committee may not participate in the discussion of or vote on proposed personnel issues involving members of their own department.

F. **Minutes:** Personnel matters are confidential; therefore, minutes will not be kept. Confidential personnel recommendations will be made in the form of one written report to the Dean for each personnel action under review. All members of the committee participate in writing reports.

**APPENDIX III: Academic Administrative Organization**

*New organizational chart pending revision of IOG, and showing corrected department names.*