

Northwestern University
Henry and Leigh Bienen School of Music
Administrative Structure and By-Laws

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BY-LAWS - 2012, 10th Edition

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Northwestern University

Henry and Leigh Bienen School of Music Administrative Structure

Administrative Structure

1. OFFICERS

Principal officers of the Bienen School of Music shall include the Dean, Associate Dean for Administration and Finance and Assistant Dean for Student Affairs. Responsibilities of these officers are described as follows:

A. Dean

1. Overall administrative and academic responsibilities:
 - a. Serves as principal academic and administrative officer and represents the Bienen School of Music to the University administration.
 - b. Chairs School committees, including Dean's Council, Academic Council, and Faculty Meetings.
 - c. Consults with faculty regarding program and curriculum development.
 - d. Serves as institutional representative to appropriate accrediting agencies.
 - e. Reports to the Provost of the University.
2. Personnel responsibilities:
 - a. Oversees the organization of the Bienen School of Music, including departments and programs, and appoints associate and assistant deans, chair/co-chairs of departments, and coordinators of programs.
 - b. Defines faculty assignments and workloads and makes recommendations regarding faculty appointments, re-appointments, promotion and tenure as outlined in the *Bienen School of Music Faculty Handbook*.
 - c. Defines staff assignments and workloads.
3. Fiscal responsibilities:
 - a. Oversees budgetary planning.
 - b. Determines faculty salaries with recommendations from Department Chair/Co-Chairs and Associate Dean.
 - c. Determines staff salaries with recommendations from Associate Dean.
4. Public Relations and Fundraising responsibilities:
 - a. Represents the Bienen School of Music in local, regional, national, and international communities.
 - b. Serves as principal fundraiser for the Bienen School of Music.
5. Addresses student concerns as necessary. Meets with Student Advisory Board and other student groups to facilitate communication with student body.
6. The Dean shall be a tenured member of the Bienen School of Music faculty.

B. Associate Dean for Administration and Finance

1. Serves as Bienen School of Music's chief fiscal, operations, and information officer and an integral member of the school's leadership team.
2. Oversees school financial and business operations (including all contractual matters), grant administration, data management, information technology, and keyboard maintenance.
3. Collaborates with the Dean on all matters of staff and support services and oversees personnel management, hiring, and evaluation of administrative staff.
4. Manages the Bienen School of Music facilities and related inventory and equipment.
5. Coordinates and manages school's planning and policy formulation for administrative and other related matters. Works closely with the Office of the Provost and other University offices to ensure compliance with University regulations and guidelines.
6. Prepares administrative documents, annual reports, inventories, and other special planning documents in collaboration with appropriate faculty and administrative staff.
7. Represents the Bienen School of Music on committees with other administrative units and officers of the University, and with external constituents.
8. Performs other duties as assigned by the Dean.

C. Assistant Dean for Student Affairs

1. Manages Office of Student Affairs. Responsibilities include:
 - a. Oversees advising and registration for all undergraduate degree program requirements in collaboration with Department Chair/Co-Chairs and Program Coordinators.
 - b. Maintains comprehensive student academic records for all candidates of undergraduate degrees.
 - c. Oversees the scheduling of music classes through the Office of the Registrar in collaboration with the two Department Administrative Assistants.
 - d. Oversees advising for double degree programs between the Bienen School of Music and Weinberg College of Arts

and Sciences, McCormick School of Engineering, and Medill School of Journalism, as well as certificate, minor, and ad hoc programs.

- e. Advises students on internships and study abroad programs.
 - f. Manages senior exit surveys.
 - g. Completes annual revision of the *Bienen School of Music Undergraduate Handbook* and prepares copy for the *Northwestern University Undergraduate Catalog*.
 - h. Provides guidance for students and faculty with matters related to grade disputes, academic misconduct, sexual harassment, and cases of mental and physical disability.
 - i. Directs event planning, including Wildcat Welcome schedule and events and Bienen School of Music graduation convocation ceremony.
2. Serves as convener of Curriculum Conference Committee and the Academic Review Committee.
 3. Represents the Bienen School of Music on University committees related to student affairs.
 4. Performs other duties as assigned by the Dean.

2. OTHER ADMINISTRATORS

Other key administrators include the Director of Admission, Financial Aid and Enrollment and the Director of Concert Activities. Responsibilities of these administrators are described as follows:

A. Director of Director of Admission, Financial Aid and Enrollment

1. Manages the Office of Admission, Financial Aid and Enrollment. Responsibilities include:
 - a. Consults with faculty regarding admission and financial aid matters.
 - b. Coordinates with University Undergraduate Admission and Financial Aid Offices in the management of undergraduate aid; awards undergraduate merit aid in consultation with the Dean.
 - c. Manages annual graduate financial aid packages and graduate financial aid counseling.
 - d. Assists in the development of all recruiting publications.
 - e. Determines representation of the Bienen School of Music at national performing arts recruiting fairs and oversees auditions.
2. Performs other duties as assigned by the Dean.

B. Director of Concert Activities

1. Supervises all activities related to the operations and scheduling of concert facilities for the Bienen School of Music.
2. Provides artistic oversight for concert programming.
3. Directs efforts to engage outside artists and ensembles for concert series.
4. Oversees the production of all printed concert programs.
5. Oversees all budgetary matters of concert management activities, including earned revenue.
6. Coordinates and produces broadcasts and concert outreach activities.
7. Performs other duties as assigned by the Dean.

Northwestern University
Henry and Leigh Bienen School of Music By-Laws
2012, 10th Edition
Revised November 14, 2012

BY-LAWS

ARTICLE I. NAME OF ORGANIZATION

The primary governing unit shall be the *Northwestern University Henry and Leigh Bienen School of Music* and referred to throughout these by-laws as the *Bienen School*.

ARTICLE II. FACULTY MEETINGS, ACADEMIC STRUCTURE, AND CURRICULUM

A. Faculty Meetings

1. Meetings: The Dean shall schedule at least one meeting of the Bienen School faculty each academic quarter to conduct school business. The date, time, and location of the scheduled meetings shall be distributed to faculty during Wildcat Welcome. A request for agenda items must be sent to the faculty two weeks before each meeting, with a final agenda distributed at least one week before the scheduled meeting. All motions requiring a vote of the faculty must be distributed to the voting-eligible faculty at least two weeks prior to the scheduled meeting. Any motion submitted to the faculty less than two weeks before a meeting may be discussed, but cannot be brought to a vote until the next meeting unless specifically voted otherwise.
2. Voting Eligibility: The voting members of the Bienen School shall include the following faculty members:
 - a. Tenured or Tenure-Track.
 - b. Clinical-Track.
 - c. Full-time Senior Lecturer or Lecturer.
 - d. All part-time faculty members at the rank of Lecturer or above, who hold more than a half-time appointment (minimum 51% FTE) for at least three consecutive years.EXCEPTION: Eligibility to vote on elections for members of the Reappointment, Tenure and Promotion Committee is restricted to faculty members holding tenure.
3. A simple majority of those voting-eligible faculty present at meetings of the Bienen School faculty shall be sufficient for the adoption of all items brought to a vote, with the exception of amendments to the by-laws, which require a two-thirds majority vote.
4. Rules of Order: All meetings shall follow standard procedures as defined in *Robert's Rules of Order Newly Defined*, 11th Edition, Perseus Publishing.

B. Academic Structure

The Bienen School shall be divided into two academic departments: Department of Music Studies and the Department of Music Performance. This academic structure is defined by the Dean and can be changed in consultation with the faculty.

1. Organization of the Department of Music Studies: The Department of Music Studies shall be organized into four programs:
 - a. Music Composition.
 - b. Music Education.
 - c. Music Theory and Cognition.
 - d. Musicology.
2. Department Chair of Music Studies: The Department Chair of Music Studies shall be a tenured member of the faculty and is appointed by the Dean for a three-year renewable term. Responsibilities are as follows:
 - a. Schedules and chairs Department meetings.
 - b. Administers the general operation of the Department. Duties include:
 - i. Prepares and oversees Department budget in consultation with the program coordinators.
 - ii. Establishes uniform rules for resource allocation.
 - iii. Assigns faculty to committees within the Department.
 - iv. Serves on Department committees.
 - c. Assists the Dean in developing plans for faculty hiring, including the development of position descriptions and identification of search committee members.

- d. Mentors new faculty by clarifying:
 - i. University policies.
 - ii. School expectations for teaching, research activity, and service.
 - iii. Promotion and tenure procedures as outlined in the *Bienen School of Music Faculty Handbook*.
 - e. Participates in faculty evaluation by communicating expectations, conducting annual reviews of performance, appointing committees for third-year reviews, and making salary recommendations to the Dean.
 - f. Assists with academic course assignments, including non-tenure faculty appointments, by consulting with the Assistant Dean for Student Affairs and Associate Dean for Administration and Finance on teaching assignments, keeping track of faculty absences, and managing class enrollments.
 - g. Serves on Curriculum Conference Committee.
 - h. Mediates disputes between faculty and between faculty and students.
 - i. Collaborates with the Associate Dean for Administration and Finance in the oversight of the Department Assistant, including completion of annual performance review.
 - j. Represents the Department on key committees of the Bienen School.
 - k. Performs other duties as assigned by the Dean.
3. Program Coordinators in Music Studies: Program Coordinators in Music Studies are appointed by the Dean. Responsibilities include:
- a. Meet regularly with program faculty to oversee instruction and program administration.
 - b. Assist the Department Chair in departmental business to include:
 - i. Plan for faculty hiring and proposal for new hires.
 - ii. Execute curricular matters, including program requirements, admissions, and other student issues.
 - iii. Monitor teaching assignments.
 - iv. Mentor faculty on curricular issues.
 - c. Assist with undergraduate student advising in cooperation with the Assistant Dean for Student Affairs.
 - d. Supervise Master of Music and doctoral student advising in collaboration with the Director of Graduate Music Studies and the Coordinator of Graduate Services and Financial Aid.
 - e. Assist the Director of Admission, Financial Aid and Enrollment with recruitment.
 - f. Represent the program on key department committees.
 - g. Perform other duties as assigned by the Dean.
4. Director of Graduate Music Studies: The Director of Graduate Music Studies is appointed by the Dean. Responsibilities include:
- a. Acts as the Bienen School of Music's principal liaison with The Graduate School; attends all Graduate School Administrative Board meetings and yearly PhD progress meetings.
 - b. Works with faculty and The Graduate School to ensure that all requirements are met in a timely manner for the PhD in the three fields within Music Studies; ensures that end-of-the-year progress reports are submitted to the Office of Graduate Services to be sent on to the Graduate School.
 - c. Coordinates matters of graduate student admissions, advising, current student records and GA/TA assignments with the assistance of the Director of Admission, Financial Aid and Enrollment and the Coordinator of Graduate Services and Financial Aid. Participates in relevant meetings of PhD students during Wildcat Welcome.
 - d. Mediates conflicts between graduate students and between graduate students and faculty, referring matters to the Department Chair and Dean as appropriate.
 - e. Assists in maintaining appropriate sections of the Graduate Student Handbook in consultation with faculty.
5. Organization of the Department of Music Performance: The Department of Music Performance shall be organized into two divisions, led by co-chairs in each division, as follows:
- a. Regenstein Hall Division
 - i. Conducting—Bands and Orchestras.
 - ii. Jazz Studies.
 - iii. Strings.
 - iv. Winds (brass and woodwinds) and Percussion.
 - b. Music Administration Building Division.
 - i. Conducting—Choral Organizations.
 - ii. Piano.
 - iii. Voice and Opera.
6. Department Co-Chairs of Music Performance: The Department Co-Chairs shall be tenured members of the faculty and are appointed by the Dean for three-year renewable terms. Responsibilities include:
- a. Schedule and chair Department meetings.
 - b. Administer the general operation of the Department, including:
 - i. Prepare and oversee Department budget in consultation with program coordinators.
 - ii. Establish uniform rules for resource allocation.

- iii. Assign faculty to committees within the department.
 - iv. Oversee master class scheduling and budget requirements.
 - v. Serve on Department committees.
 - c. Assist the Dean in developing plans for faculty hiring, including the development of position descriptions and identification of search committee members.
 - d. Mentor new faculty by clarifying:
 - i. University policies.
 - ii. School expectations for teaching, research/creative activity, and service as specified in *Bienen School of Music Faculty Handbook*.
 - iii. Promotion and tenure procedures as outlined in the *Bienen School of Music Faculty Handbook*.
 - e. Participate in faculty evaluation by communicating expectations, conducting annual reviews of performance, appointing committees for third-year reviews, and making salary recommendation to the Dean.
 - f. Assist with studio faculty and ensemble assignments, including non-tenure faculty appointments, by consulting with the Assistant Dean for Student Affairs and the Associate Dean for Administration and Finance on teaching assignments, keeping track of faculty absences, and managing studio and ensemble enrollments.
 - g. Supervise Bachelor and Master's student advising in coordination with the Assistant Dean for Student Affairs (Bachelor's degrees), Director of Music Performance Graduate Studies (Master's degrees) and Program Coordinators.
 - h. Serve on Curriculum Conference Committee.
 - i. Mediate disputes between faculty and between faculty and students.
 - j. Collaborate with the Associate Dean for Administration and Finance in the oversight of the Department Assistant, including completion of annual review.
 - k. Represent the Department on key committees of the Bienen School.
 - l. Perform other duties as assigned by the Dean.
7. Program Coordinators in Music Performance: Program Coordinators in Music Performance are appointed by the Dean. Responsibilities include:
- a. Meet regularly with program faculty to oversee instruction and program administration.
 - b. Assist the Department Chair in departmental business to include:
 - i. Plan for faculty hiring and proposal for new hires.
 - ii. Execute curricular matters including program requirements, admission, and other related issues.
 - iii. Monitor teaching assignments.
 - iv. Mentor faculty on curricular issues.
 - c. Supervise Master of Music and doctoral student advising in collaboration with the Director of Music Performance Graduate Studies and the Coordinator of Graduate Services and Financial Aid.
 - d. Assist the Director of Admission, Financial Aid and Enrollment with recruitment.
 - e. Represent the program on key department committees.
 - f. Perform other duties as assigned by the Dean.
8. Director of Music Performance Graduate Studies: The Director of Music Performance Graduate Studies is appointed by the Dean. Responsibilities include:
- a. Works with Bienen School faculty to ensure that all requirements are met in a timely manner for the DM and MM in the Department of Music Performance. Based upon reporting from the Office of Music Admission, Financial Aid and Enrollment, makes decisions regarding leaves, warnings, probations, extensions and dismissal.
 - b. Coordinates matters of graduate student admissions, advising, current student records and GA/TA assignments with the assistance of the Director of Admission, Financial Aid and Enrollment and the Coordinator of Graduate Services and Financial Aid. Participates in relevant meetings of graduate students during Wildcat Welcome.
 - c. Mediates conflicts between graduate students and between graduate students and faculty, referring matters to the Department Chair and Dean as appropriate.

C. Curriculum

Faculty in the Departments of Music Studies and Music Performance hold the primary responsibility for the degree programs in their respective departments.

1. Implementation: Implementation of degree programs includes but is not limited to:
 - a. Design and revise curricula.
 - b. Advise students.
 - c. Administer degree requirements.
 - d. Supervise juries, recitals, projects, and written documents.
 - e. Guide admission policies.
2. Changes in Program Requirements: All proposed changes in published curricular requirements—other than minor alterations in course numbering or titles—shall be reviewed in accordance with the following procedure. Prior to implementation, changes must be:

- a. Proposed by faculty and submitted for discussion and approval by the program.
- b. Forwarded to relevant Department Chair/Co-Chairs for discussion and approval.
- c. Forwarded to the other Department for discussion (when appropriate).
- d. Submitted by relevant Department Chair/Co-Chairs to the Assistant Dean for Student Affairs for consideration by the Curriculum Conference Committee.
- e. Reviewed by the Curriculum Conference Committee and forwarded to voting-eligible faculty with a recommendation for action at a Faculty Meeting (when appropriate).

ARTICLE III. STANDING COUNCILS AND COMMITTEES

The following committees shall be standing groups that meet regularly to conduct the Bienen School's business. Administrators and faculty members other than those named as members of these groups may be invited to attend meetings at the discretion of the group.

A. Dean's Council

1. **Membership:** The Dean's Council shall consist of the Dean and Associate and Assistant Deans. Terms of appointment are continuous.
2. **Responsibilities:** The Dean's Council shall advise the Dean on matters relating to academic programs, administration, admissions, budget, personnel, and student affairs.
3. **Schedule of Meetings:** The Dean's Council shall meet monthly.

B. Faculty Executive Committee

1. **Membership:** The Executive Committee shall consist of seven faculty members constituted as follows:
 - a. Three members from the Department of Music Studies.
 - b. Three members from the Department of Music Performance.
 - c. One member-at-large.
 - d. The Dean shall be an ex-officio member without voting rights.
2. **Eligibility:** Only full-time, tenured faculty may serve on this committee. Associate Deans, Assistant Deans, and Department Chair/Co-Chairs who may hold a tenured faculty position may not serve on this committee. Faculty members are not eligible to serve concurrent terms on the Faculty Executive Committee and the Reappointment, Tenure, and Promotion Committee.
3. **Terms of Service:** The standard term of office for each member of the Faculty Executive Committee shall be three years. The term begins on the first full day of classes in the fall quarter. An individual faculty member may not serve more than two consecutive terms, but can be re-elected to the committee after a three-year period of non-membership. Terms shall be staggered such that, at any one time, the three members elected from Music Studies and the three members elected from Music Performance will be serving in their first, second, or third year of service. The Dean's Office shall maintain record of membership and the terms of office.
4. **Elections:** Each department shall elect one faculty member annually to replace individuals completing their third year of service. All voting-eligible faculty will elect the member-at-large every three years. Elections for the following academic year will occur in the spring quarter of the current academic year.
5. **Chair:** The Committee may elect co-chairs representing the two departments at the first meeting of the academic year. The roles of the co-chairs shall include: 1) soliciting agenda items and 2) reporting on items of interest to Bienen School of Music faculty. The co-chairs may schedule meetings without the Dean. The co-chairs must be tenured members of the faculty.
6. **Vacancies:** Should a vacancy unexpectedly arise from a Department's elected membership, it shall be filled by the faculty member receiving the next highest vote in the most recent election. Should a vacancy unexpectedly arise from the at-large membership, an election will need to be conducted.
7. **Responsibilities:** The Faculty Executive Committee shall serve in an advisory capacity to the Dean on issues relating to faculty concerns and academic matters. This committee also serves as liaison between the faculty and the Dean.
8. **Schedule of Meetings:** The Faculty Executive Committee shall meet at least once a quarter.

C. Academic Council

1. **Membership:** The Academic Council shall consist of the Dean, Associate Dean, Assistant Dean, and Department Chair/Co-Chairs.
2. **Responsibilities:** The Academic Council shall advise the Dean on academic matters. Other administrative personnel or faculty may attend meetings at the invitation of the Council.
3. **Schedule of Meetings:** The Academic Council shall meet bi-weekly.

D. Reappointment, Tenure and Promotion Committee

1. Membership: The Reappointment, Tenure and Promotion Committee shall consist of five full-time, tenured faculty members, of which three must be full Professors, as follows:
 - a. Two members from the Department of Music Studies, at least one of whom will be a full Professor.
 - b. Two members from the Department of Music Performance, at least one of whom will be a full Professor.
 - c. One member-at-large.
2. Eligibility: Only full-time, tenured faculty may serve on this committee. Associate Deans, Assistant Deans, and Department Chair/Co-Chairs who may hold a tenured faculty position may not serve on this committee. Faculty members are not eligible to serve concurrent terms on the Reappointment, Tenure and Promotion Committee and the Faculty Executive Committee. Consecutive terms are not allowed. In a case where a committee member resides in the program of a candidate, that committee member shall continue to serve on the Reappointment, Tenure and Promotion Committee, but shall not participate in any other program-related review of the candidate. A member of this committee who anticipates being considered for promotion will be replaced during the year of candidacy by a special election in the fall of that year.
3. Terms of Service: Two faculty members shall serve from each Department and one faculty member shall serve as a member-at-large for a period of three years. Terms should be designed such that one member from each Department continues from the preceding year. One member of the committee shall be chosen by the committee as a chair at the first meeting of the year. The chair position should rotate each year between representatives from each Department. The Dean's Office shall maintain record of membership, the terms of office, and chair election sequence.
4. Elections and Vacancies: Elections shall be held in the first two weeks of the fall quarter and must be conducted by secret ballot. Should a vacancy unexpectedly arise from this committee during the year, a replacement will be appointed by the Dean for the remainder of the year and a special election held in the first two weeks of the fall quarter of the subsequent year.
5. Responsibilities: The Reappointment, Tenure and Promotion Committee shall be responsible for reviewing all petitions by tenure and clinical track faculty for reappointment, promotion, and tenure, as well as external appointments with tenure. Only full professors are eligible to vote on faculty petitions for promotion and external appointments to full Professor. In no case should persons ineligible to vote on this matter have access to documents generated by the Bienen School such as confidential faculty letters, program committee reports, external letters solicited by the Dean in connection with the review, or other relevant documents.
6. Departures from the normal schedule of faculty reviews can occur only through discussion between the faculty member and the Dean and with approval from the Provost. In the fall of each academic year, the Dean shall send to the committee the names of faculty members scheduled for review that year. The Dean's Office will be responsible for monitoring the timetable for the review process as described in the *Bienen School of Music Faculty Handbook*. A more detailed description of the responsibilities for this committee is included in the *Bienen School of Music Faculty Handbook*.
7. Schedule of Meetings: The Reappointment, Tenure and Promotion Committee shall meet as many times as necessary each year to evaluate faculty dossiers.

E. Curriculum Conference Committee

1. Membership: The Curriculum Conference Committee shall consist of the Assistant Dean for Student Affairs (ex-officio), Department Chair/Co-Chairs, and four Program Coordinators (two from each Department) selected by the respective Chair/Co-Chairs. The Assistant Dean and the Department Chair/Co-Chairs serve continuously. The Program Coordinators serve for a two-year term and can be reappointed. The Assistant Dean for Student Affairs will convene the meetings and serve as the committee administrator.
2. Responsibilities: The Curriculum Conference Committee shall review curricular proposals submitted by either department and may also generate proposals of their own to be considered by the departments. The committee considers suitability and appropriateness of these proposals within the context of the overall Bienen School curricula. The committee recommends approval or denial of proposals and provides a report that requires a vote by the voting-eligible faculty. The Curriculum Conference Committee shall also review proposals for ad hoc majors submitted by undergraduate music students.
3. Schedule of Meetings: The Curriculum Conference Committee shall meet at least once each quarter.

F. Academic Review Committee

1. Membership: The Academic Review Committee shall consist of the Assistant Dean for Student Affairs, Director of Admission, Financial Aid and Enrollment, Director of Graduate Music Studies, and the Director of Music Performance Graduate Studies; one faculty representative from the Department of Music Studies, and one faculty representative from the Department of Music Performance. Faculty members are invited to serve by the Assistant Dean for Student Affairs, with the approval of the Dean. The Assistant Dean for Student Affairs will be responsible for convening the meetings and serving as the committee administrator.
2. Responsibilities: The Academic Review Committee shall advise the Assistant Dean for Student Affairs on decisions of academic probation, suspension, and dismissal of undergraduate students; the Director of Graduate Music Studies (MM

students in Music Studies); and the Director of Music Performance Graduate Studies (DM students and MM students in Music Performance); PhD student cases are handled by The Graduate School.

3. Schedule of Meetings: The Academic Review Committee shall meet at the conclusion of fall, winter, and spring academic quarters.
- G. Doctor of Music Oversight Committee (DM Oversight Committee)
1. Membership: The DM Oversight Committee shall consist of the Director of Music Performance Graduate Studies (serving as chair), representative faculty from the Music Performance programs offering the DM and appropriate Music Studies faculty. The Dean appoints the committee members in consultation with the Director of Music Performance Graduate Studies.
 2. Responsibilities: The DM Oversight Committee shall address policy, advisory, and curricular issues within the various DM programs.
 3. Schedule of Meetings: The DM Oversight Committee shall meet at least once per quarter.

ARTICLE IV. REVISION OF BY-LAWS

The by-laws may be amended by a two-thirds majority vote of the voting-eligible faculty present at the meeting of the Bienen School faculty.