
**HANDBOOK
FOR ASSOCIATE INSTRUCTORS
&
GRADUATE ASSISTANTS**

**Jacobs School of Music
Indiana University Bloomington**

August 2014

**AI & GA Handbook
Jacobs School of Music
Indiana University Bloomington**

This JACOBS SCHOOL OF MUSIC ASSOCIATE INSTRUCTOR HANDBOOK, together with the *Bulletin* and the sources listed below, provides essential information on regulations and procedures in the Jacobs School of Music. It represents a compilation of policy and procedure statements from a variety of University and School documents. Information in this document does not supersede anything in the *Jacobs School of Music Bulletin* or any other official publication. It is intended as a convenient guide to fulfilling the responsibilities associated with appointment to an Associate Instructorship or Graduate Assistantship.

REFERENCES

- *Indiana University Registrar:*
<http://registrar.indiana.edu>
Schedule of Classes and official calendars

- *Indiana University Academic Guide:*
<https://www.indiana.edu/~vpfaa/academicguide/index.php>
Guide to policies on the Bloomington campus. See especially Sections C (on student appointments) and Section H (on instructional responsibilities).

- *Indiana University Academic Handbook:*
<https://www.indiana.edu/~vpfaa/academicguide/index.php>
Handbook for university-wide policies. See especially Section II on academic appointees.

The *Handbook for Student Academic Appointees* includes excerpts from the two sources listed above.

- *Code of Student Rights, Responsibilities and Conduct:*
<http://www.iu.edu/~code/>
The *Code* includes sections on Student Rights, Student Responsibilities, Procedures for Implementation of the Code, and General Provisions, Definitions, Adoption. It also has a section on *Processes and Procedures for Implementation of the Code: IU Bloomington*.

See also <http://studentaffairs.indiana.edu/office-student-ethics/file-a-report.shtml> for the academic misconduct online reporting form and for information about student rights, the Student Advocates Office, and other resources.

- *OneStart/Oncourse:*
<https://onestart.iu.edu>; <https://oncourse.iu.edu>
Paycheck verification, grade rosters, class rosters, electronic gradebooks, course information to share with students.
- *Center for Innovative Teaching and Learning:*
<http://citl.indiana.edu/>
Index to a wide range of resources: contracts and collaboration, grants and awards, policies, publications, student services, teaching handbooks
- *IU Teaching Handbook:*
http://www.teaching.iub.edu/handbook_toc.php
Preparing to teach, teaching methods, creating a positive environment (difficult events, civility, diversity, ethics)
- *Appeals:*
Disputes about conditions of employment should be resolved first through a written appeal sent to the Office of Music Admissions and Financial Aid and the Music Financial Aid Committee. Unresolved issues then go to the Dean of the Jacobs School of Music, then to the Student Academic Appointee Affairs Committee (formerly the Associate Instructor Affairs Committee), a committee of the Bloomington Faculty Council, as an informal mediator, and then to the Associate Instructor Board of Review. See the *Academic Guide* index (<https://www.indiana.edu/~vpfaa/academicguide/>) under AI Disputes and AI Termination Procedures for links to appropriate documents.

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A. ASPECTS OF EMPLOYMENT

IMPORTANT ASPECTS OF THE EMPLOYMENT AGREEMENT FOR STUDENT ACADEMIC APPOINTEES (SAA)

- A Graduate Assistant (GA) or Associate Instructor (AI) appointment requires full-time enrollment as a graduate student in the Jacobs School of Music. During the academic year full-time enrollment is defined as 8 credit hours per semester for degree students and 10 credit hours for diploma students.
- Appointments are normally for one year but sometimes for one semester.
- Summer appointments do not require enrollment.
- Time limits below apply to all appointments in the Jacobs School of Music. Financial aid includes GAs and AIs as well as music scholarships and fellowships. Summer sessions and Dissertation Year Fellowships are not included in the time limits. **Individual departments may have shorter time limits.**
 - a) 4 semesters for master's degrees
 - b) 4 semesters for a Performer Diploma or Artist Diploma
 - c) 6 semesters for a combination of two diplomas if one diploma is completed before continuing to the other (including AD), otherwise, 4 semesters for any combination of two diplomas (including AD)
 - d) 6 semesters for a combination of two master's degrees (within JSOM) or a master's degree with a double major
 - e) 6 semesters for master's + PD or master's + AD
 - f) 8 semesters for a combination of master's and two diplomas (including AD)
 - g) 6 semesters maximum for all doctoral degree work (DM/DME/PhD)
 - h) 10 semesters maximum for any combination of graduate music financial aid over multiple programs (**for students admitted to the doctorate prior to Fall 2012**)
- The student must maintain a cumulative GPA of 3.0 or higher, representative of at least two semesters of enrollment. The student must also be in good standing in the Jacobs School of Music, must be admitted to a music degree or diploma program, must be making satisfactory progress toward that degree, and not on

academic probation. Failure to meet the good standing requirement may mean termination of financial aid at the end of the semester in which such a failure occurs.

- The student may be required to be in an ensemble even if not a degree requirement.
- The workload for a 50% FTE appointment is 20 hours per week. Other FTE loads are in proportion.
- Most appointments carry fee remission. Please see pages 4-5 of this handbook and your final contract for details about your specific appointment.
- Health Insurance is provided if the appointment is 37.5% or higher for a semester or longer.
- Non-native English speaking AIs must pass the Test of English Proficiency for Associate Instructor Candidates (TEPAIC).

Term of Appointment

Appointments are normally made for one year, although circumstances occasionally lead to appointments for a single semester. Renewals will be considered annually up to the financial aid time limit associated with a student's particular degree or diploma program. Usually renewals will be approved if the student is making satisfactory progress on the degree and has performed the duties of a student appointee in a satisfactory manner. However, reappointment is based on departmental recommendations and School needs and is not guaranteed. Satisfactory progress towards a graduate degree is determined by the Director of Graduate Studies. Probation in any semester will lead to discontinuation of Jacobs School of Music financial aid, including AI and GA appointments, beginning in the next semester of enrollment.

Duties each semester begin one week prior to the start of classes and continue until 3 days past the final exam period. It is the appointee's responsibility to respond immediately to notification of assignments so that the scheduling and implementation of the School procedures can be properly accomplished.

Termination

Termination of the employment agreement by mutual consent may be effected at any time and the stipend stopped; however, departure during a semester may

jeopardize the fee remission. The agreement will be terminated if the student's enrollment in the Jacobs School of Music ceases. The appointment is subject to termination before the end of the agreement for serious failure in assigned duties or for conduct otherwise at severe variance with that normally expected of University appointees, including academic probation and probation as a result of personal or academic misconduct.

Workload and Employment Requirements

Workloads for student academic appointees are determined at the campus level and vary with the percentage of full-time equivalency associated with the appointment. 37.5% appointments require 15 hours a week of service and 50% appointments require 20 hours per week. Other percentages and their associated responsibilities are in proportion.

To receive Jacobs School of Music financial aid, other employment opportunities are limited by the following regulations:

- (A) AI/GA appointees may not be employed by IU at 100% FTE in another position.
- (B) AI/GA appointees may not hold two Indiana University student academic appointments, including AI or GA positions, if combined they total more than 50% FTE.
- (C) AI/GA appointees may combine hourly employment in other departments within the Jacobs School of Music or elsewhere at Indiana University. International students may not work more than 20 hours per week on campus, regardless of combinations.

Ensemble Requirements

Student academic appointees are expected to participate in major vocal or instrumental ensembles if the Dean of the Jacobs School of Music determines that such services are needed, even if they are enrolled in doctoral programs that do not carry the ensemble requirement which applies to all other students.

Commitment to Attend

A student who has accepted a Student Academic Appointment agrees through that acceptance not to consider any other offer from an institutional member of the National Association of Schools of Music for the academic year indicated except with the written consent of the dean of the Indiana University Jacobs School of Music.

Fee Remission

The Application and Agreement Form indicates the number of credit hours of fee remission (if any) that have been awarded. Fee remission covers 91% (resident) or 96.5% (non-resident) of the cost of these credit hours.

- **Master's and Doctoral students appointed at 37.5%, 42.5% and 45% FTE:** A total of twenty-one (21) credit hours of fee remission per year. By default, nine (9) credit hours will be distributed for each of the fall and spring semesters and three (3) credit hours will be distributed for summer 2015. No additional credit hours may be carried over to the summer from the fall and spring semesters.
 - *Requests for changes in credit hour distribution must be submitted, via a standard form, to the Office of Music Admissions and Financial Aid (East Studio Building JS100) by the Friday of the first week of classes. No late requests will be considered and you cannot request changes to past semesters.* Again, the default fee remission distribution is nine (9) credit hours for each of the fall and spring semesters and three (3) for the following summer.
 - Master's students may request using up to ten (10) and no fewer than eight (8) credit hours per semester during the academic year. The total may not exceed eighteen (18) during the academic year (fall and spring).
 - Doctorate students may request using up to twelve (12) and no fewer than eight (8) credit hours per semester during the academic year, and zero (0) to three (3) credit hours during the following summer. The total may not exceed twenty-one (21) credit hours.
- **Diploma students appointed at 37.5%, 42.5% and 45%FTE:** A total of sixteen (16) credit hours of fee remission per year. Eight (8) credit hours will be distributed for each of the fall and spring semesters.
- **Appointments of 50% FTE:** A total of thirty (30) credit hours of fee remission per year. Twelve (12) credit hours will be distributed for each of the fall and spring semesters, and six (6) credit hours are available for summer 2015. This distribution may not be changed. Students appointed at the 50% level during the year who teach in the following summer receive no additional fee remission.

- **One-semester appointments of 37.5%, 42.5% and 45% FTE:**
 - *Master's and Doctoral students* will receive a total of ten (10) credit hours of fee remission for the semester of appointment, and none in the summer.
 - *Diploma students* will receive a total of eight (8) credit hours of fee remission for the semester of the appointment, and none in the summer.

Recipients of fee remission should refer to the Fee Refund Schedule (<http://registrar.indiana.edu/official-calendar/official-calendar-fall.shtml>) for course withdrawal deadlines and penalties. **Fee remission for credit hours applied to courses that are dropped after the “100% refund period” is not available for reallocation to the current or to a subsequent semester of enrollment.**

Flexibility of Assignment

The dean reserves the right to change areas of assignment based on needs of the Jacobs School of Music as they become apparent.

Contract

The Application and Agreement for Employment (your contract) specifies regulations and terms required by both Indiana University and Jacobs School of Music. Appointees who sign this document affirm that they have read and understood the contract and agree to the stated terms. You must appear in the Office of Music Admissions and Financial Aid (JS100) between **August 13, 2014 and August 25, 2014** to sign your original contract document.

Employment Verification Eligibility

Federal and university regulations require that all appointees verify their eligibility for employment in the United States.

To adequately prove eligibility to work, AIs and GAs must follow the procedures outlined below.

New students and returning students who are starting an AI or GA position for the first time (or were not appointed in spring 2014):

- 1) You **must** complete the first section of the I-9 form online no later than **August 25, 2014** . The online form will be sent to you via a link in an email from our office in mid-August.

- 2) You must appear in the Office of Music Admissions and Financial Aid (JS100) by 12:00 p.m. **August 27, 2014** to present the following pieces of ID:
- **US citizens:** Passport **or** both US Social Security Card **and** Driver's License
 - **International students:** Passport, Form I-20, and Form I-94.

International students who held an AI or GA position during the spring 2014 semester and are beginning a new degree program:

Please bring your new I-20 document (and passport and I-94) to the Office of Music Admissions and Financial Aid (JS100) **by August 27, 2014** to complete the employment re-verification process.

AI English Exam

To ensure that undergraduate students will not encounter undue difficulties in understanding AIs, all international students on appointment whose native language is not English must pass the Test of English Proficiency for AI Candidates (TEPAIC) before they begin their teaching assignments. This examination is administered by the Intensive English Program (IEP).

The test is administered through the Department of Second Language Studies in Memorial Hall 315 at the following times: Monday, August 18, and Tuesday, August 19, 2014, 1:00–8:00 pm. You must sign up in-person in Memorial Hall 315 beginning August 4 through August 15, 2014 between 8:00 -11:45 a.m. and 1:00 – 4:30 p.m. In order to be eligible to take the TEPAIC, you must have received adequate scores on the TOEFL exam. The acceptable scores are:

Minimum Paper based

TOEFL (PBT) Scores:

Overall score: 550
 Sub-scores (listening, structure, and reading): each 55
 Essay score: 4

Minimum Computer-based

TOEFL Scores:

Overall score: 213
 Sub-scores (listening, structure and reading): each 22
 Essay score: 4

Minimum Internet-based

TOEFL Scores:

Overall score: 79-80
 Reading: 20
 Listening: 19
 Writing: 17

If you have not met these TOEFL requirements, you must take the Indiana English Proficiency Exam (IEPE) before taking the TEPAIC.

TOEFL scores may not be more than two years old. If candidates do not have TOEFL scores which are less than two years old, they must retake the TOEFL or take the next Indiana English Proficiency Exam.

Students who do not pass the TEPAIC will not be permitted to teach. Non-teaching duties may be assigned in any area of the Jacobs School of Music.

Health Insurance

Graduate Appointees (AI or GA) appointed at the 37.5% FTE (full-time equivalent) level or higher for a semester or longer will be automatically enrolled in the Graduate Appointee Healthcare Program with the premiums fully paid by the University. Coverage for a spouse or dependent may be added but the student is then responsible for the premiums for any additional coverage. Coverage for academic-year appointments begins on August 1, 2014 and continues through July 31, 2015. For fall semester appointments, coverage begins on August 1, 2014 and ends of December 31, 2014. Coverage for spring semester appointments begins on January 1, 2015 and continues through May 11, 2015. Students who are appointed below 37.5% FTE, or students who have questions, may contact the student insurance representative at (812) 856-4650 or studenthc@indiana.edu about the voluntary student insurance plan.

AI File

All AIs and GAs will have a folder in the “AI Files” located in Clouse’s Lounge between the MU building and the MA building. These serve as AI mailboxes at the Jacobs School of Music. Files should be checked daily. Messages may also be left for other AIs/GAs in their files.

E-Mail

All Jacobs School of Music students should establish an e-mail account as soon as possible. Information on obtaining a Network ID (included in the required technology fee), which provides access to e-mail and other computing services, can be found at <https://itaccounts.iu.edu/>. Class rosters and grade rosters are available only electronically.

Pay Schedule

For AIs and GAs at the 37.5% FTE level or above, paychecks are issued via direct deposit typically on the last day of each month during the academic year, with the exception of first check of the fall semester and the last check of both the fall and spring semesters. A total of ten paychecks will be issued. No paper verification of direct deposit will be issued on these pay dates. Paycheck information for each date is available electronically through the OneStart portal on the date that the deposit is made.

Direct Deposit

All new university employees (including staff, faculty, graduate students and hourly) will be required to utilize direct deposit for payroll. At the start of your appointment, you must sign up for direct deposit online through Indiana University's web portal, OneStart (<https://onestart.iu.edu>)

Social Security Number

International students must obtain a US Social Security Number during their first semester of employment as an AI or GA. The process of obtaining a Social Security Number includes the following four steps:

1. Receiving a JSOM confirmation of employment at the Music Admissions and Financial Aid Office (East Studio Building JS100)
2. Completing an online request for an IU confirmation of employment by the online service iStart available through the following website:
<http://ois.indiana.edu/currentstudents/livingintheus/taxes/ssn.php>
After completing this online request, you will receive an email from the Office of International Services (Poplars Building 221) asking you to appear in their office to pick up the IU confirmation of employment.
3. Going to the Social Security Administration (515 West Patterson Drive, Bloomington, IN 47403) to file the official application for a US Social Security Number. You should bring with you all the documents obtained in step 1 and 2 as well as your passport, I-20, and I-94.
4. Bringing your new Social Security Card to the Office of Music Admissions and Financial Aid (East Studio Building JS100) so that we may report your number to the appropriate university departments and complete the process. **You must bring us your new card as soon as you receive it to complete your employment eligibility verification.**

Questions

Questions related to the stipend or fee remission associated with AI or GA appointment should be directed to the Office of Music Admissions and Financial Aid (East Studio Building JS100, 855-7998). Questions concerning duties may be directed to Mary Wennerstrom, Associate Dean of Instruction (East Studio Building JS409, 855-0308).

B. AI TEACHING RESPONSIBILITIES

Instructional responsibilities for AIs are assigned specifically by the department chair and not by individual faculty. In several performance areas, there are coordinators representing a level of immediate supervision. Department Chairs and the Associate Dean for Instruction represent, respectively, the next two levels of supervision of instructional duties. A full studio load for an AI is 10-11 students, depending on other responsibilities such as equivalent class teaching assignments. Individual students ordinarily receive one lesson each week of classes during the semester. A student who cannot attend a scheduled lesson is required to notify the teacher at least 24 hours before the beginning of the lesson; otherwise, except for illness immediately prior to a lesson, the student forfeits the right to a make-up lesson. Students absent without excuse from more than three lessons in any one studio course during a semester fail in that course, but their lessons are not discontinued. Lessons missed by the teacher are made up at the mutual convenience of the student and teacher.

For legal reasons, it is very important that a student's official record be accurate. Therefore, students must be enrolled in correct course numbers and sections and the instructor who carried out the instruction must give the semester grade. Do not tell students that they "don't have to do anything; we'll work it out internally." For example, if a student is officially on an L101, Beginning Guitar roster, but is actually attending L102, Intermediate Guitar, the student must drop L101 and add L102. This should be done through schedule adjustment during the first week of classes when schedule change fees are relatively low. Therefore, instructors should be certain that all students in a class are officially registered and intend to be in that section. If students neglect to take care of this during the first week, they must nevertheless make the change officially, even though a potentially high late fee is assessed and tuition payments for dropped courses may be forfeited. Trying to save students time and money by giving grades to other instructors at the end of the semester is inappropriate.

AIs are responsible for meeting all assigned classes and lessons and performing assigned duties promptly. They should also be careful not to discuss personal or academic information about students and faculty in any forum except to course supervisors and department chairs. AI reappointment decisions will take into consideration how well assigned duties have been completed and how well the AI has maintained a professional level of conduct.

C. GA POLICIES & RESPONSIBILITIES

The Indiana University Bloomington *Academic Guide* defines a graduate assistant (GA) as “a graduate student who, in an academic department or administrative office, assists in work associated with the duties of the faculty members or administrators, such as library searches, curricular development, or paper grading.” In all campus academic units, including the Jacobs School of Music, GAs are *not to assume any teaching responsibilities*, including but not limited to individual or classroom instruction, and the assigning of grades.

In return for their assistance to faculty and administrators, GAs receive a stipend in proportion to the percentage of their employment (see below), a fee remission, and in some instances student health insurance.

Hours of Work

Most GAs in the Jacobs School of Music are appointed at 0.375 FTE (FTE = Full Time Equivalent; 1.0 FTE equals 40 hours per week). A 0.375 FTE GA is expected to work 225 hours per semester (an average of 15 hours per week). A 0.45 FTE GA is expected to work 270 hours per semester (an average of 18 hours per week).

The GA and the faculty member, administrator, or office staff who will be working together should establish a mutually agreeable working schedule. GAs working in an administrative or departmental office may find that the assigned responsibilities will require a set number of hours each weekday, and that the schedule will remain fairly constant throughout the semester. A GA assigned to work with a faculty member teaching a course, on the other hand, may find that the hours will vary from week to week. In every case, however, the total number of hours worked each semester should match the FTE of the appointment.

Duties

As briefly described in the excerpt from the Bloomington *Academic Guide* quoted above, the duties of a GA are to provide assistance to faculty members and administrators in work associated with their academic function. In the Jacobs School of Music this may take the form of assistance to faculty in grading papers, monitoring class attendance, duplicating course materials, performing library searches or research, helping to set up departmental meetings or recital hearings, or similar jobs. In administrative and other offices duties may include filing papers, answering the telephone, entering information into databases, picking up and distributing mail, and so on.

The duties a GA may undertake are not limited to those listed above, but in all cases *a GA should not engage in assistance to a faculty member or administrator of a personal nature*. Activities such as driving a faculty member or administrator from home to campus, parking the car, picking up groceries or laundry, house- or pet-sitting while the faculty member or administrator is out of town, making personal arrangements for a faculty member, etc. are inappropriate.

GAs should perform their assigned duties promptly. Some of these duties involve handling sensitive material about prospective and current students and faculty. GAs should be careful to maintain confidentiality and not discuss this information in any forum.

D. ACADEMIC & PERFORMANCE STANDARDS

Student achievement is assessed on an A+ through F grading scale.

The official grading system of Indiana University is as follows:					
		A+ or A	4.0	A-	3.7
B+	3.3	B	3.0	B-	2.7
C+	2.3	C	2.0	C-	1.7
D+	1.3	D	1.0	D-	0.7
		F	0.0		

The problem that teachers face in giving grades, that is, how to balance objective achievement with individual progress, has to be addressed and reconciled by each faculty member. It is very important that the clearest possible statements be made to students, ideally in a written syllabus at the beginning of a semester, about the basis for grades. Consistency and fairness are respected and appreciated by students. Even in areas such as performance study, chamber music, or ensemble, the basis on which the students are to be graded must be articulated to them very clearly.

Students should also be informed of the university policies on academic misconduct (see the *Code of Student Rights, Responsibilities, and Conduct* and the *Procedures for Implementation of the Code* at IU Bloomington:

<http://www.iu.edu/~code/>). The teacher should be careful to monitor any possible acts of academic misconduct. Procedures to follow are outlined in the *Procedures* document. The teacher should report any violations to the Office of Student Ethics using the online academic misconduct reporting form:

<http://studentaffairs.indiana.edu/office-student-ethics/file-a-report.shtml>.

An Academic Fairness Committee of the Jacobs School of Music, consisting of faculty and students and coordinated by the Associate Dean for Instruction, is available to students who have a grievance concerning grades or other academic matters. This committee also serves as an appeal board for students charged with academic misconduct. The committee follows the procedures outlined in the *Code* and other School and university documents. The Associate Dean for Instruction has more information about appeal and committee procedures.

E. GRADING PROCEDURES

GRADE ROSTERS AND DEADLINES

Student Performance Rosters

You will receive an email from the Office of the Registrar regarding enrollment verification and student performance in the class. The rosters will be available beginning the second week of the semester. The purpose of these rosters is to verify enrollment in the courses you teach and to resolve enrollment discrepancies as well as to report students who are doing poorly. You are expected to verify and submit the online roster by the listed deadlines. **It is particularly important to check early in the semester that everyone who is attending is actually enrolled in the class, and to inform the Registrar of students who are enrolled but not attending.**

Early Evaluation Rosters (Midterm Grade Rosters)

Only music freshmen with fewer than 26 credit hours and University Division students with fewer than 56 credit hours are listed and receive grades. Midterm rosters are available online beginning around the 4th week of the semester and are due the following week. Midterm grades must be assigned and entered online using OneStart at <https://onestart.iu.edu>.

Final Grade Rosters

Final grades must be assigned and entered online via OneStart (<https://onestart.iu.edu>) or Oncourse (<https://oncourse.iu.edu>) by 3:00pm on the third day following the last class, jury, or final exam. All grades must be entered on time. AIs should not leave campus without fulfilling this responsibility, as students can find themselves unable to graduate or ineligible for financial aid because of missing grades. Check with the faculty member or coordinator in charge to determine exactly how grades should be reported.

For detailed grade entry instructions, please refer to the Registrar's website at <http://registrar.indiana.edu/finalgrades.shtml>.

Please contact the Music Undergraduate Office (855-3743) or the Music Graduate Office (855-1738) for assistance with rosters and grading.

SPECIAL GRADES

Incomplete Grades

If a student is not in attendance during the last two or three weeks of a semester, the instructor may report a grade of I (indicating the work is satisfactory at the end of the semester but has not been completed) if the instructor has reason to believe the absence was beyond the student's control; if not, the instructor shall record a grade of FN. The grade of "I" should not be given just because the student got too busy at the end of the semester to complete all the work. A student may not enroll in a course in which the student has received a grade of Incomplete, except in performance, chamber music, and ensemble. A grade of "I" must be removed (replaced with a grade by the teacher) within one year or it will automatically turn into an "F". It is the responsibility of the student who has incurred the grade of Incomplete in any course to fulfill the requirements of that course within one calendar year from the date on which the Incomplete is recorded. Incompletes are not removed automatically; the AI must have the secondary coordinator or supervising faculty member submit the eGrade Change request found on the Faculty Systems page on OneStart (<https://onestart.iu.edu>). It is very important for secondary coordinators to maintain accurate and complete records of all grades, especially incompletes, to pass on to future coordinators.

R Grades

The grade of R is used in courses such as research courses and recitals in which completion of the work of the course is not necessarily required at the end of the semester.

Withdrawal Grades

A student may withdraw from class with various financial penalties throughout the semester. Before a given date (see the Official Calendar at <http://studentcentral.indiana.edu>) each semester, the student may withdraw without the instructor's permission with a grade of W. After the automatic W deadline, withdrawal is permitted only if the instructor of record, the chair of the department, and the dean's representative approve the request on the basis of urgent, documented reasons relating to the student's health or equivalent distress. The desire to avoid a low grade is not an acceptable reason for withdrawal from a course. At that time the teacher will be asked to assign a W if the work to that time was passing or an F, if the work was unsatisfactory. Three signatures are required: Instructor, Chair and [School] Dean.

Pass/Fail Grades

Some classes outside the major field in some degrees may be taken Pass/Fail. The teacher of the class is not aware of who is enrolled P/F, but the registrar converts

“A” through “D” grades to “P’s” after the grades have been turned in. Music majors may not take any music courses P/F.

FNN and FN Grades

The grade of “FNN” is given to students who have never attended. The grade of “FN” is given to students who stopped attending, to distinguish the grade from the F awarded for poor performance. The instructor must provide on the electronic grade roster the last date of documented class attendance or participation when awarding the “FN” grade. These grades are important to document our compliance with federal guidelines of financial assistance.

Extended-X Policy

Undergraduate students may petition for a grade substitution under the **amended FX (Extended-X)** policy. Undergraduate students may retake a course for which they received a grade below an A. A student may exercise the option for no more than three courses, totaling no more than 10 credits. A student may use this option only once for a given course. The student’s transcript shall record both grades. For the course retaken, only the second grade shall be counted in the determination of the student’s grade-point average. In the Jacobs School of Music, performance study at the 400-level, master class (I500), and major ensemble are ineligible for this type of grade petition.

Change of Grade and Grade Appeal

It is Jacobs School of Music policy that no grade can be changed more than six months after it was submitted. The only justification for changing a grade after it has been turned in to the Registrar is a miscalculation of points or other clerical error on the teacher’s part. Students cannot do extra work, for example, and expect that their grade will be raised. To change a grade, the teacher should use the eGrade Change request found on the Faculty Systems page on OneStart (<https://onestart.iu.edu>). Grades may also be changed by obtaining a Change of Grade Form from the undergraduate or graduate office. The teacher must explain clearly the reasons for the requested grade change. The teacher’s change of grade request is then reviewed and approved or denied by the Director of Undergraduate/Graduate Studies (as appropriate) and the Associate Dean for Instruction.

Grade appeals in the Jacobs School of Music are considered by the Academic Fairness Committee; there is no further appeal outside the School. A student must submit a grade appeal in writing to the Associate Dean for Instruction no later than four weeks after the grade is awarded.

F. JURY AND UPPER-DIVISION EXAMINATIONS

Performance study is assessed each semester through the grades assigned by the teacher but there are also other times during degree programs when special evaluations are made. For undergraduates, a freshman jury, upper-division examination and the recital hearings constitute these evaluations. All of these examinations should be coordinated with appropriate faculty members well in advance.

In the fall semester, all elective (Z110/Z710) performance study students who are **not** music majors are required to perform a jury as part of their final grade. In the spring semester, **all** secondary/elective students, *including music majors*, are required to perform a jury. The jury committee should include the student's AI, the AI's teacher, and/or other graduate students of that teacher's studio. For jury examinations, the teacher's grade on the student's semester work is prepared before the examination. The committee will decide the grade for the examination. A combination of the teacher's and the committee's grades determines the final grade.

A **jury** for students in their major or concentration consists of several performance faculty members who hear an approximately 15-minute performance and assign grades which are averaged with the teacher's as the semester grade. Juries are held on Thursday and Friday of the last week of the semester. A list of each performance faculty member's students scheduled for juries is sent to the faculty a month before the last week of classes. The chair of each jury committee does scheduling for the juries. Students should check with their teacher for the time and place of the jury examination.

JURY REQUIREMENTS

	FALL	SPRING
Undergraduate BM performance major in major performance area (400-level)	Yes, in freshman year except string majors and woodwind majors	String majors and woodwind majors only – in freshman year
Undergraduate non-performance majors (BS, BME, BM-Comp, etc.) and BM-Jazz majors in major performance area	No	Yes, in freshman year
Undergraduate music major in secondary performance area (100-level)	No	Yes
Undergraduate non-music major in elective performance area (Z-110-level)	Yes	Yes
Graduate music major in major performance area (900-level)	No	No
Graduate music major in outside area/minor performance area (800-level)	No	Yes
Graduate music major in elective performance area (700-level)	No	Yes
Graduate non-music major in elective performance area (Z-710 level)	Yes	Yes

UPPER-DIVISION EXAMINATION

The upper-division examination/interview is a barrier examination at the end of the sophomore year (or after a specified number of semesters of study in the case of transfer students). The upper-division hearing committee consists of the members of the relevant department and any AIs who teach students taking the examination. AIs are required to attend only the examinations of their own students, but should attend enough examinations to calibrate appropriate standards.

Each student who is studying performance is graded on the upper-division examination, and this grade is the final grade for the semester's work in the principal performance field. The student's teacher gives two grades, one for the semester's work and one for the performance at the examination; every other member of the committee gives one grade for the examination. The student's final grade is the average of all these grades.

The hearing results not only in a semester grade in performance study for the student but also in a recommendation about continuation in the degree program. It may be determined that the student is likely to progress normally, that it may take longer, or that a desired degree program may not be pursued.

Bachelor of Music Education and Composition majors have a departmental examination in addition to the performance portion of the upper-division examination. Ballet and Recording Arts majors have only a departmental examination. Jazz Studies majors have a departmental examination, with the student's performance instructor included as part of the examining committee.

Upper-division examinations are scheduled on Monday, Tuesday and Wednesday of the final week of each semester. Students scheduled for upper-division examinations will receive a letter from the Director of Music Undergraduate Studies together with the time and place of their examination. Although every effort is made to notify the student of any last-minute change in time or place of the examination, it is the student's responsibility to check with the Undergraduate Office (East Studio Building JS120) for any changes.

Juries and upper-division examinations are held when scheduled regardless of whether or not the student is prepared. In this respect they differ from recital hearings, which occur only when the student is fully prepared. Illness, as confirmed by a note from a physician, is the only excuse for missing a jury or upper-division examination. An unexcused absence for a jury or upper-division examination will result automatically in the grade of F for the student for the semester.

G. COURSE PROCEDURES

SYLLABUS

For each course the instructor should prepare a course syllabus that provides a day-by-day, or at least topic-by-topic, sequence for the semester. In core courses, these syllabi may be prepared at the department level for the use of anyone teaching these courses. The syllabus might also include required textbooks and/or reserve readings, assignments with due dates, dates of tests and examinations, grading criteria, and attendance policy.

The ideal syllabus (either one designed by the AI or one provided by a lead instructor or by the department) should serve as a basic reference document for both the AIs and the students, and as such should include the following items:

1. Teacher's name, title, office number, office telephone, office hours, e-mail address, and where to leave messages.
2. Course number, section, title, meeting days and times, room and building.
3. Pre-requisite(s) of the course.
4. Description of the course.
5. Course goals or objectives.
6. Required purchases: texts and supplies.
7. Grading standards and criteria.
8. Policies regarding:
 - a. Pass/Fail, Incomplete, and Withdrawal marks.
 - b. Academic misconduct.
 - c. Attendance.
 - d. Late assignments.
9. A table listing:
 - a. Topics to be covered in sequence with dates
 - b. Reading assignments and dates due.
 - c. Due dates for major assignments and exams; date and time of final exam (established by the Registrar each semester).

While such a detailed syllabus may not be appropriate for performance study and ensembles, students should be informed in writing at the beginning of the semester in very specific terms about the basis for grading. If a certain amount of repertoire is expected to be learned and/or memorized, these expectations should be made clear to the student. The syllabus should also make clear the policy for missed lessons or rehearsals and how attendance will affect the grade. Putting these things in writing will help to avoid later disputes over grades.

TEXTBOOKS AND OTHER COURSE MATERIALS

Textbooks and required materials for courses should be ordered through the website of the Indiana University bookstore: <http://iubookstore.com> (click on Faculty Resources). The deadline for fall semester orders is April 5, for the spring semester October 5, and for the summer semester March 5.

Many AIs, when planning their courses, find that the commercially published textbooks do not meet their needs. They choose to compile course packets of photocopied material instead. Course packets can be a very useful way to make the best texts available to students. However, producing these packets raises significant copyright issues. Several commercial copy stores in town provide this service and help obtain copyright permissions, if necessary. The IU Bookstore also provides options for customized course packs.

Instructors may also choose to post articles and portions of books online via Oncourse (<https://oncourse.iu.edu/portal>).

COURSE PACKET AND DUPLICATION

All requests for supplies and duplication of materials over 25 pages for classes (including syllabi and tests) should be processed in the Jacobs School of Music through Duplicating Services (MU 006 lower level, located between Merrill Hall and the Music Annex). Only authorized AIs may use the duplicating facilities. For supplies and duplication a departmental billing number is required. This number can be supplied by your supervising professor. Please bring this number with you to the mailroom.

TESTS AND EXAMINATIONS

Tests should be announced at the beginning of the semester in the syllabus, and consequences of missing tests should be clearly spelled out. Each fall and spring semester ends with an examination week during which final exams are scheduled. These assigned times are two-hour periods, not necessarily at the same time as the class period. The schedule is always given in the *Schedule of Classes* (see Official Calendar, <http://enrollmentbulletin.indiana.edu/pages/offcal.php>). Examinations must be given during this official time since changing times can lead to schedule conflicts for students. Note that “the week prior to the exam period [the last week of classes] shall be free of major or final exams, except for practical tests at the end of lab periods. Paper projects may be due only if assigned well in advance.”

CLASS ROSTERS AND GRADE BOOKS

Class rosters, including student e-mail addresses, are available electronically to authorized individuals from the Office of the Registrar. For information about obtaining access to rosters, call the Jacobs School of Music Academic Scheduling Office, 856-4659, Merrill Hall 116.

Information about the campus calendar, including last day to drop and final exam schedules, is included in the electronic *Enrollment and Student Academic Information Bulletin* each term. (See <http://enrollmentbulletin.indiana.edu/pages/offcal.php?Term=1>).

Grade books are available in Duplicating Services (MU 006). The use of computer grade book programs or spreadsheets is also an efficient way of keeping track of student grades, attendance patterns and general background information (telephone, address, class schedule, etc.).

STUDENT ABSENCES

In some cases, such as ensemble, attendance is a very important part of the class requirement. In some other classes, attendance may not be as strictly controlled. In any case, policies concerning attendance of students should be clearly defined in the syllabus in advance.

ACCOMMODATING RELIGIOUS HOLIDAYS

Indiana University students follow many different religious practices; some of them will need to miss classes for holidays on which the university remains open. In response to the Title VII of the Civil Rights Act, Indiana University observes the following practices regarding student absences due to religious beliefs:

Any student who is unable to attend classes or participate in any examination, study, or work requirement on a particular day because of his or her religious beliefs is excused from any such activity. The student will be given the opportunity to make up the work that was missed, provided that the makeup work does not create an unreasonable burden upon Indiana University. The university will not levy fees or charges of any kind when allowing the student to make up missed work. In addition, no adverse or prejudicial effect will result to students because they have made use of these provisions.

The web site of the Vice Provost for Faculty and Academic Affairs lists all religious holidays for five years; see http://www.iub.edu/~vpfaa/docs/religious_observances/religious-observances-calendar-2013-2018.pdf. Try not to schedule important exams or deadlines to conflict with such days if at all possible. You should also, early in the semester, tell students that they should inform you in advance about such absences so that you can accommodate them.

H. ETHICS AND THE ASSOCIATE INSTRUCTOR

There are numerous aspects of the AI role that potentially involve ethical dilemmas of one sort or another. Your roles as advisor, evaluator, administrator of exams, authority, and peer have the potential to become problematic at times, often because they present conflicting demands. This section provides suggestions and resources for dealing with several of these subjects. Some of the language below is taken from the *Code of Student Rights, Responsibilities, and Conduct* and the *Processes and Procedures for Implementation of the Code: IU Bloomington*. See <http://www.iu.edu/~code/>.

ACADEMIC INTEGRITY

Indiana University, like all academic institutions, exists for the advancement of knowledge, the pursuit of truth, the development of students, and the promotion of the general well being of society. Free inquiry and free expression are indispensable to the attainment of these goals. Study, instruction, evaluation, and research can flourish well only in such an environment.

Academic integrity is a joint endeavor. Instructors should be prepared for all student-teacher encounters, meet classes as scheduled, evaluate students' work fairly and impartially, and be prompt for prearranged conferences and regularly scheduled office hours. Inappropriate language in the classroom, off-color remarks or jokes in class as well as in personal conferences, and frequent deviations from the course topic have no proper place in the academy. In turn, students should fulfill in a reasonable way the requirements and expectations of the course as stated by the instructor.

ACADEMIC MISCONDUCT

The Indiana University *Code of Student Rights, Responsibilities, and Conduct* defines Academic Misconduct as "any activity which tends to compromise the academic integrity of the institution." Academic misconduct includes, but is not limited to cheating, fabrication, plagiarism, interference, violation of course rules and facilitating academic dishonesty.

Instructors have the responsibility of making certain students can function in an atmosphere free of academic dishonesty. Students need to know that if they work honestly, they will not suffer because of those who do not.

If there is ample reason to suspect a student of misconduct, first share the evidence with a supervising instructor or department head or director before acting. Be as positive of guilt as possible before questioning the student(s), since academic misconduct can make them liable for serious punishment. According to the seriousness of the offense, punishment can run the gamut from pardon to expulsion

from the University. Even the suggestion of guilt is upsetting to students, particularly if they are innocent. Procedures to follow are outlined in the *Procedures* document. The teacher should report any violations to the Office of Student Ethics using the online academic misconduct reporting form: <http://studentaffairs.indiana.edu/office-student-ethics/file-a-report.shtml>.

Appeal procedures for charges of academic misconduct in the Jacobs School of Music are available from the Associate Dean for Instruction.

Cheating

Cheating is the “use [of] unauthorized assistance, materials, information, or study aids in any academic exercise.” Egregious examples of cheating include having a substitute take a test, buying a term paper, or altering one’s grade. While collaborative learning is often encouraged, working with others on projects explicitly assigned as individual is a form of cheating.

Fabrication

“A student must not falsify or invent any information or data in an academic exercise.” Falsifying the data and inventing sources for a research project, for example, are not acceptable practices.

Plagiarism

To plagiarize is to present “ideas, words, or statements of another person without appropriate acknowledgment”; i.e., to steal or pass off, in whole or in part, the work of another person as one’s own. Plagiarism should be defined for the students at the beginning of each course. The appropriate use of sources can be presented in a lecture in which careful credit is given for ideas.

The School of Education has a helpful tutorial website with a quiz; see <http://education.indiana.edu/~istd>.

Interference

Students must not only perform their own work ethically, they “must not steal, change, destroy, or impede another student’s work. Impeding another student’s work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.”

Violation of Course Rules

“A student must not violate course rules as contained in a course syllabus which are rationally related to the content of the course or to the enhancement of the learning process in the course.”

Facilitating Academic Dishonesty

“A student must not intentionally or knowingly help or attempt to help another student to commit an act of academic misconduct.”

PRIVACY OF STUDENT RECORDS

Federal law provides for the confidentiality of student records. Each instructor must take care that student records not be revealed to anyone other than the student. If grades of any kind are posted, be certain to establish for each student a special identification code known only to the instructor and the student. Grades can also be posted via the web, if an online grade book (such as is available through *Oncourse*) has been developed. The students' names and identification numbers may be used to keep grade records, but students must not be permitted to inspect those records.

Indiana University, in accordance with the Family Education Rights and Privacy Act (FERPA) of 1974, (also known as the Buckley Amendment), permits its students to inspect their records whenever appropriate and to challenge specific parts of them. Specific guidelines and procedures for inspection of student records may be found in the *Code*. A detailed statement of these rights, and a summary of our institutional policies as mandated by the University Faculty Council, are set out in the *Academic Handbook*.

In general, the Buckley Amendment prohibits the release or disclosure to anyone other than the student of any part of the content of a student's education records without the prior, written consent of the student. Some (relatively common) examples of the inappropriate disclosure of educational records by instructors are:

- showing a student's examination or paper to another student without removing all information on the examination that would make the identity of the first student easily traceable;
- posting examination scores, class grades, or other documents without removing all personally identifiable information (name, student ID number) or obtaining the prior written consent of each student involved;
- discussing student grades with parents.
- leaving exam papers or essays in an unsecured location so that students can see grades of others in the class

Indiana University fully supports the rights of its students to access and review their education records and to prevent disclosure of their contents to third parties without prior consent from the student. The university instructs all academic personnel to ensure that their practices are in compliance with the university's system-wide policy concerning the release of student information.

LETTERS OF RECOMMENDATION

Students may ask you to recommend them for a particular job, acceptance to another institution, or graduate school. If you feel you must decline, simply explain why. If you are willing to write the letter, do so promptly, while you still have the student and his or her performance sharply in mind.

Keep in mind that you are legally responsible for statements you make in your recommendation, to the extent, at least, that you are liable for any deleterious remarks you make. If you have reason to be concerned about something you want to express, preface what you have to say with something like “To the best of my knowledge...” Under the Educational Rights and Privacy Act, a student has the right to see a copy of your recommendation unless he or she signs a waiver.

SEXUAL HARASSMENT

The University’s educational mission is promoted by professionalism in instructor-student relationships. Professionalism is fostered by an atmosphere of mutual trust and respect. Actions of instructors and students that harm this atmosphere hinder fulfillment of the University’s educational mission. Trust and respect are diminished when those in position of authority abuse or appear to abuse their power.

Instructors exercise power over students, whether in giving them praise or criticism, evaluating them, or making recommendations for their further studies or employment. Such situations greatly increase the chances that the instructor will abuse his or her power and sexually exploit the student. Voluntary consent by the student in such a relationship is suspect, given the fundamentally asymmetric nature of the relationship. Moreover, other students and instructors may be affected by such behavior because it places the instructor in a position to favor one student’s interest at the expense of others and implicitly makes obtaining benefits contingent on amorous or sexual favors. Therefore, the University will view it as a violation of the code if instructors engage in amorous or sexual relations with students for whom they have professional responsibility, either in an instructional context (a student enrolled in your class) or a non-instructional context (any decisions that may reward or penalize a student with whom the instructor has or has had an amorous or sexual relationship, especially when the instructor and student are in the same academic unit or in allied units).

Issues of sexual harassment can be especially tricky for AIs because they occupy the roles of both instructor and student. AIs are in a particularly vulnerable position: as an instructor you have some power over your own students, and as a graduate student you are subject to the power of the faculty over your academic record and letters of recommendation. Therefore, the issue of sexual harassment

must be addressed from two directions: your potential for harassing (or being perceived as harassing) your students, and the potential for you to be harassed by those who instruct and supervise you.

The following are some general guidelines for protecting yourself and the students you teach from sexual harassment:

- Don't ask students to do favors for you, of any kind. This will help to avoid misunderstandings concerning the singling out of students for what might appear to be preferential treatment.
- Schedule meetings with students during office hours or by appointment. For more informal meetings with individuals or groups, meet in public settings such as a cafeteria or café. It is important that students not misconstrue the sentiment behind informal get-togethers and read inappropriate meanings into your invitations.
- Attempt to resolve disputes or disagreements with students in the presence of witnesses. This may prevent a disgruntled student from making false accusations out of anger over academic matters. For example, you might meet with the supervising professor from the course (or the chair of the department) and the student simultaneously in order to avoid misunderstandings.

ASSISTING EMOTIONALLY TROUBLED STUDENTS

Should a student come to you with serious emotional problems or, if you become concerned about a student's emotional health because of comments made in classes or in writing, you may want to refer the student to Counseling and Psychological Services (IU Health Center, 600 N. Jordan, 855-5711), where professional assistance is available, after consulting first with your supervising professor.

ASSISTING STUDENTS WITH DISABILITIES

Complying with the Americans with Disabilities Act, the university offers adjustments in both the physical and academic environments. AIs are encouraged to develop awareness of any special needs their disabled students may encounter. Since the only evidence of a learning problem may appear in class, AIs suspecting a disability may refer students to the appropriate office for consultation. These referrals or any other requests for academic accommodation go to the Office of Disability Services for Students (Wells Library W302, 855-7578). This office also offers resources for learning disabilities such as dyslexia and Attention Deficit Disorder. Students cannot ask for special accommodations in class until they have been evaluated by this office, and the recommendations of DSS for accommodations have been given to the faculty member.

PRIVACY OF HEALTH INFORMATION

Occasionally students will provide health information to document absences from class or to substantiate missed work or poor performance. Such information is protected under the US Department of Health and Human Services H.I.P.A.A. (Health Insurance Portability and Accountability Act) Privacy Rule, made effective April, 2003. H.I.P.A.A. requires that steps are taken to limit the use and disclosure of any protected health information.

I. AN INSTRUCTOR'S GUIDE TO STUDENT SERVICES

See also the Teaching Directory available at: <http://teaching.iub.edu/>

STUDENT SERVICES

From time to time, IUB instructors may need to refer students to academic and personal services. General information about student services can be obtained from the Dean of Students, Indiana Memorial Union room M088, 855-8187.

Students who need help to resolve any problems on campus or to learn how to withdraw from all classes should contact the Student Advocates Office, Eigenmann Hall West 229, 855-0761. The Advocates Office also offers Student Mediation Services to help solve disagreements.

ACADEMIC ADVISING

Academic advising takes place in the student's school or special program:

University Division (freshmen and students without majors),
Maxwell Hall 101, 855-6768

College of Arts and Sciences, Owen Hall, 855-8245 or 855-1647

Business, Kelley School of, BU 254, 855-2614

Education, Education 1000, 856-8500

Honors Division (Hutton Honors College), 811 E. 7th Street, 855-3555

Informatics, Informatics East 110, 856-6016

Journalism, Ernie Pyle 200, 855-9247

Music (Undergraduate), East Studio Building JS120, 855-3743

Music (Graduate), East Studio Building JS120, 855-1738

Nursing, Sycamore Hall 401, 855-6875 or 855-1736

Optometry, 800 East Atwater, 855-1917

Public and Environmental Affairs, SPEA 240, 855-0635

Public Health, HPER 115, 855-1561

ACADEMIC SKILLS AND TUTORING

The Student Academic Center (855-7313) helps students with general and course-specific study skills and time management strategies.

Writing Tutorial Services, a service of the Campus Writing Program, offers general and course-specific writing tutors to all students for free. Information Commons, Wells Library, first floor, 855-6738.

Academic Support Centers (ASC), located in Briscoe, Willkie, and Forest Residence Halls, offer late-night academic advising and tutoring in math, writing, study skills, foreign languages, and selected subjects. Briscoe ASC: 855-6931; Willkie ASC: 856-4457; Forest Quad ASC: 856-3060.

Any student who needs tutoring can work with the La Casa/Latino Cultural Center tutoring program, 715 E. 7th St., 855-0174.

University Information Technology Services offers student computing instruction. 855-7383

The Wells Library Information Commons (855-1981) provides reference services, media services, and instructional services and support to IUB faculty and students.

ADVOCACY

Students with legal problems should contact Student Legal Services, 703 East 7th St., 855-7867.

In addition, some offices work specifically to meet the needs of various groups of students. These include:

Disability Services for Students

Wells Library W302 855-7578 iubdss@indiana.edu <http://studentaffairs.iub.edu/dss/>

Diversity, Equity, and Multicultural Affairs

Bryan Hall 115 856-5700 dema@indiana.edu <http://www.indiana.edu/~dema/>

Veterans Support Services

IMU M084 856-1985 vetserv@indiana.edu <http://veterans.indiana.edu/>

Gay, Lesbian, Bisexual, Transgender Student Support Services

705 E. 7th St. 855-4252 glbtserve@indiana.edu <http://studentaffairs.iub.edu/glbt/>

International Services

Poplars 221 855-9086 ois@indiana.edu <http://ois.iu.edu/>

Residential Programs and Services

801 N. Jordan 855-1764 rpshelp@indiana.edu <http://rps.indiana.edu/index.cfml>

Adult Student Resources

Maxwell Hall 020 855-1129 agast@indiana.edu <http://asr.iub.edu>

Student Ethics

801 N. Jordan 855-5419 ethics@indiana.edu <http://studentaffairs.iub.edu/ethics/>

HEALTH SERVICES

Students who need medical or psychological care should contact the **IU Health Center** at 10th and N. Jordan, 855-4011, or **Counseling and Psychological Services (CAPS)** at the IU Health Center, 855-5711. Eye care is available at the **Atwater Eye Care Center**, 744 East 3rd Street, 855-8436.

Contact the **Speech and Hearing Center**, 855-7439 for hearing testing, 855-6251 for the **Speech and Language Clinic**.

JOBS AND CAREER PLANNING

The **Career Development Center** offers undergraduate students career counseling and internship opportunities, as well as part-time work.

<http://www.indiana.edu/~career/>

625 North Jordan Avenue
Bloomington, Indiana 47405
Phone: (812) 855-5234
iucareer@indiana.edu

Also check the resources available in the Jacobs School of Music through **Project Jumpstart**, <http://music.indiana.edu/departments/offices/project-jumpstart/>.