

**BUSINESS INFORMATION SYSTEMS
DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS**

[Official document prepared by Faculty Personnel Services]

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BUSINESS INFORMATION SYSTEMS

I. INTRODUCTION/PREAMBLE

The operating unit described in this document is one of the academic Departments on the campus of Central Michigan University. The name of the Department is the Department of Business Information Systems (BIS). The Department consists of a Chair and faculty members. All members have equal opportunity to provide input into the operation of the Department according to the procedures, criteria, standards, and bylaws outlined in the following articles. If any provisions in these Procedures, Criteria, Standards, and Bylaws are inconsistent with provisions in the CMU/FA Agreement (Agreement), University policy, state or federal law or regulations, or any accreditation or certification standards, such inconsistent provision shall be null and void.

A. Definition of Faculty

1. The following paragraph defines faculty as revised by the Board of Trustees for Central Michigan University on February 17, 2011.

The University faculty shall include all those who have an academic rank of lecturer, instructor, or above, and whose appointment calls for at least half-time service in research or instruction or in a combination of the two. It shall also include the principal executive and administrative officers (president, vice presidents, deans), professional librarians, counselors, curators, and directors or administrative coordinators of the various academic and research activities under the general administration of the Executive Vice President/Provost, and others to whom the President, with the concurrence of the appropriate academic department or division, may assign an academic rank.

2. Definition of Terms as used in these bylaws
 - a. Regular faculty are defined as all full-time, salaried, tenured or tenure track (10 or 12 months) Central Michigan University faculty who hold faculty rank and carry at least one-half load in teaching or research; and includes Department chairs.

Fixed-term faculty are defined as non-tenure track faculty who have been appointed by the Department with either part-time or full-time fixed-term status. Specific inclusions/exclusions for fixed-term faculty are defined in the Fixed-term Agreement. Excluded from the Department definition of fixed-term faculty are graduate assistants.

- b. “Days” as used in this document refers to “days that school is in session on campus” subsequent to the day of the action or event.
- c. “Departmental faculty” as used in these bylaws refer to faculty defined in I.A.2.

B. Qualifications for Voting

To be eligible to vote within the Department on all matters brought before this unit, the faculty member must fall within the definitions provided in these bylaws under I.A.2.a, with the exception of personnel matters. Only regular faculty vote on personnel matters such as tenure, promotion, reappointment, sabbatical applications, and professor salary adjustments. Only regular faculty vote to elect the department chair and to elect members to the personnel committee. Absentee ballots will be accepted for matters brought before the faculty from the Personnel Committee.

Faculty members must recuse themselves from any personnel action involving any actual or potential conflict of interest, including actions relating to herself or himself. For example, faculty members currently or previously related by family or marriage to an applicant for a personnel action shall not be present or involved in personnel discussions or recommendations affecting that faculty member.

C. Departmental Meetings

1. Regular Meetings. Regular meetings may be held one or more times a month during the Fall and Spring semesters. Regular meetings are called by the Department Chair.

All regular faculty members are expected to attend regular meetings.

All fixed-term faculty members are encouraged to attend regular meetings.

2. Special Meetings. Special meetings may be called by the Department Chair, by the Chair of a standing committee, or by a request of 25 percent or more of the faculty members.

All regular faculty members are expected to attend special meetings.

All fixed-term faculty members are encouraged to attend special meetings.

3. Notice of Meetings and Agenda Items. All regular faculty members and fixed-term faculty members shall be notified in writing or by electronic mail of regular meetings at least two days in advance. Each notice shall incorporate, or be accompanied by, an agenda. All faculty members shall have an opportunity to place items on the agenda for regular meetings.

D. Bylaws

1. Initial Approval of Bylaw Revisions
 - a. The document shall be presented to the regular faculty at a regular or special meeting.
 - b. Regular faculty shall have a minimum of five days when classes are held on campus to review the document.
 - c. Regular faculty members may present changes to the document in writing. Copies of the changes are to be distributed to the faculty at least two days prior to the meeting at which they are to be voted on.
 - d. Substantive changes are to be ratified by a simple majority of the regular voting faculty.
2. Final Departmental Approval of Bylaw Revisions
 - a. The document shall be reviewed (revised document) for a minimum of five days when classes are held on campus prior to the ratification vote.
 - b. Voting shall be by secret ballot.
 - c. The document shall be approved by a vote of 2/3 of the regular faculty.
3. Amending Process
 - a. Amendments must be presented in writing at a regular or special meeting preceding the meeting at which they are to be voted on.
 - b. Amendments must be approved by a 2/3 vote of regular faculty before being forwarded to the dean.

II. THE GOVERNANCE STRUCTURE AND OPERATING METHODS OF THE DEPARTMENT

A. Position of Chair

1. Expectations of the Chair consistent with the duties assigned by CMU are as follows:

a. Administrative Functions

- (1) Communicate effectively the departmental needs and desires to the Dean and Provost; establish a firm trust between administration and faculty; involve departmental faculty in setting College policy; maintain a rich, creative College environment; and practice the conviction that administration is a service to instruction.
- (2) Communicate and interpret College and University decisions to the faculty; provide clear and consistent direction; plan and conduct meaningful faculty meetings as needed.
- (3) Maintain open lines of communication among specializations within the Department and encourage an appropriate balance; demonstrate leadership; stimulate participation; anticipate problems and resourcefully cope with unexpected problems; welcome criticism and make good use of it.
- (4) Encourage the development and improvement of the departmental curriculum, and see that the proper curriculum forms are submitted on schedule; support the professional judgment of faculty; promote responsible academic freedom.
- (5) Attend to the preparation of University Graduate and Undergraduate Bulletin information in accordance with deadlines.
- (6) Supervise and be accountable for the departmental budget; and spend departmental budget in the best interest of the instructional programs. Status reports on financial matters will be reviewed periodically with the faculty.
- (7) Prepare the schedule of class offerings in a timely manner.
- (8) Develop and follow procedures to assign faculty to classes, laboratories, studios, and other responsibilities; establish schedules and efficient routines; minimize classroom interruptions; and seek to lessen nonessential duties of the faculty.
- (9) Take a leading role in recruiting and retaining a capable regular faculty.

- (10) Strive to maintain faculty morale by preventing and resolving conflicts and by arranging for the effective and equitable allocation of faculty responsibilities; have good rapport with staff; foster high faculty morale; give recognition to achievements of individual faculty; be firm, not domineering or vacillating in using authority; promote a relaxed, open, and adult atmosphere among staff; keep professional and personal confidences of faculty; and to the extent possible, exhibit a sense of humor, emotional maturity, and stability.

b. Faculty and Personnel Functions

- (1) Evaluate regular faculty performance and guide the development of procedures for assessing faculty accomplishment; implement effective performance evaluation of staff; and maintain individual faculty personnel files.
- (2) Make independent judgments and recommendations relative to promotion, tenure, reappointment, salary adjustment, and leaves of absence.
- (3) Seek to improve regular faculty performance by fostering good teaching, scholarly research and writing, and creative activity; encourage faculty initiative and innovation; provide faculty with assistance in becoming competent and successful in their assignment.
- (4) Initiate a continuing program of regular faculty professional development and enrichment; and encourage faculty in their service to the University and community.

c. Liaison Functions

- (1) Maintain liaison with other Departments and support units.
- (2) Fulfill public relations responsibilities and enhance the departmental image and reputation on campus and off; promote community cooperation and support; and have respect of and for faculty, students, parents, and community.

- (3) Promote interdepartmental and interdisciplinary cooperation in the development and maintenance of academic programs.
 - d. Student-Related Functions
 - (1) Conduct and supervise the academic advisement process and monitor the process to see that it is responsive to changing student goals and aspirations; be sensitive to needs of students, staff, and community; and set and maintain realistic discipline standards for students.
 - (2) Encourage student clubs and organizations which foster achievement and professional development.
 - (3) Advise students of special departmental registration procedures, auditions, and enrollment criteria, etc., and administer those procedures when appropriate.
 - e. Leadership Functions
 - (1) Judge people fairly and thoughtfully.
 - (2) Initiate and sustain action towards defined goals and encourage the initiative of others.
 - (3) Work with committees and promote their effectiveness.
 - (4) Engage in consultation and participatory decision-making.
 - (5) Be open to fair criticism.
 - (6) Demonstrate objectivity.
2. Procedures for the appointment and formal review of the Chair
 - a. Appointment
 - (1) From within the Department: Announce in writing the opening to all members of the regular faculty. The announcement should specify the following:
 - (a) The duties and responsibilities for a Chair.
 - (b) The term of office.

- (c) The procedures to be followed by the person when making application for the position.
- (d) The date by which the formal application must be received.
- (e) The committee to whom the application must be submitted.
- (f) A time when the applicant may be notified of response.

During the last year of the present Chair's term of office and after the culmination of the Formal Review of the present Chair, the Personnel Committee will receive all applications for the position of Chair. Should the present Chair desire another term of office, an application must be submitted along with those submitted by other regular faculty.

When the deadline for submission of applications has been reached, the Personnel Committee shall, in writing, call for a special meeting of the regular faculty. The announcement shall specify the purpose of the meeting and that the résumés of the applicants for the position of Chair will be on file for all regular faculty to review prior to the meeting.

At the special meeting, the regular faculty will vote by secret ballot for the candidate of their choice. Procedures for balloting shall be specified by the Personnel Committee when the announcement of the special meeting is posted. A simple majority of those present and qualified to vote will identify the nominee to be recommended for the position.

- (2) From outside the University: Advertise the position according to CMU policy, review applications and qualifications, interview no more than five applicants, and select the nominee to be recommended for the position by majority vote of regular faculty in secret ballot.

b. Review of Chair

The Department shall conduct an annual review of the Chair.

- (1) Normally, the review shall be conducted by the Personnel Committee according to the following guidelines:
 - (a) The Personnel Committee shall survey the faculty using a paper-based version of the evaluation form titled Administrator Performance Evaluation (Figure 1). The survey shall be administered to faculty no later than the twelfth week of each Spring semester.
 - (b) The Personnel Committee shall collect the survey responses and submit a summary report to the Chair and the faculty of the Department.

A special meeting of the faculty shall be called by the Personnel Committee, and the summary report will be reviewed and discussed.
 - (c) The Personnel Committee shall forward the summary report to the Chair and the Dean.
- (2) A non-departmental faculty member may conduct the review instead of the Personnel Committee, if so voted by a majority of the regular faculty. The review will be conducted according to the following guidelines:
 - (a) The Personnel Committee will coordinate the review of the Chair with the non-departmental faculty member.
 - (b) Several names of persons to consider as the non-departmental faculty member to assist in the review should be submitted by the Personnel Committee to the regular faculty. One will be identified through a process of voting and a simple majority being received by those present and qualified to vote.
 - (c) The person chosen should have a final approval from 2/3 of the regular faculty.
 - (d) The evaluator should assess the effectiveness of the Chair against the duties and responsibilities outlined for the Chair.
 - (e) The evaluator should interview regular and fixed-term faculty members, students, and administrators

in the process of assessing effectiveness. A major emphasis should be placed upon the objective comments and recommendations received from the faculty during the interview process.

- (f) A written evaluation of the Chair will be submitted to the Chair and the faculty of the Department.
 - (g) At a special meeting of regular faculty called by the Personnel Committee, the evaluation will be reviewed and discussed.
 - (h) The Personnel Committee shall forward the summary report to the Chair and the Dean.
- (3) Regular and fixed-term faculty members may communicate any immediate reactions, feelings, or complaints directly to the Chair at any time during the year.

**FIGURE 1
 ADMINISTRATOR PERFORMANCE EVALUATION**

NAME OF ADMINISTRATOR _____

EVALUATED _____

POSITION _____

SCHOOL _____ DATE _____

RATING SYSTEM: To the right of each descriptive item, write the number, which in your opinion, best describes your administrator's performance according to the following system:

- 1 – Outstanding: Greatly exceeds the requirements of the position.
- 2 – Strong: Exceeds the requirements of the position.
- 3 – Average: Meets the requirements of the position.
- 4 – Weak: Performs below the requirements of the position.
- 5 – Unsatisfactory: Performs greatly below the requirements of the position.
- O – Non-applicable

| | Descriptive Item | Rating No. | Comments |
|-----|---|------------|----------|
| 1. | Demonstrates leadership: stimulates participation | | |
| 2. | Provides clear and consistent direction | | |
| 3. | Is resourceful in coping with unexpected problems | | |
| 4. | Anticipates problems | | |
| 5. | Has good rapport with faculty | | |
| 6. | Maintains a rich, creative school environment | | |
| 7. | Seeks to lessen the nonessential duties of the faculty | | |
| 8. | Practices the conviction that administration is a service to instruction | | |
| 9. | Minimizes classroom interruptions | | |
| 10. | Supports the professional judgment of faculty members and promotes responsible academic freedom | | |

| | | | |
|-----|---|--|--|
| 11. | Encourages faculty initiative and innovation | | |
| 12. | Implements effective performance evaluation of faculty | | |
| 13. | Plans and conducts meaningful faculty meetings as needed | | |
| 14. | Establishes schedules and efficient routines | | |
| 15. | Welcomes criticism; makes good use of it | | |
| 16. | Understands complex ideas; acts logically | | |
| 17. | Displays emotional maturity and stability | | |
| 18. | Exhibits a sense of humor | | |
| 19. | Fosters high faculty morale | | |
| 20. | Has established a firm trust level between administration and faculty | | |
| 21. | Sets and maintains realistic discipline standards for students | | |
| 22. | Is sensitive to needs of students, staff, and community | | |
| 23. | Spends departmental budget in the best interest of the instructional program | | |
| 24. | Gives recognition to achievements of individual faculty members | | |
| 25. | Provides faculty members with assistance in becoming competent and successful in their assignment | | |
| 26. | Is firm, not domineering or vacillating in using authority | | |
| 27. | Genuinely involves faculty in setting school policy | | |
| 28. | Promotes a relaxed, open, and adult atmosphere among staff | | |
| 29. | Keeps professional and personal confidences of faculty members | | |
| 30. | Is respected by faculty members | | |
| 31. | Is respected by students | | |
| 32. | Is respected by University community | | |

Remarks and/or suggestions for improvements:

3. Procedures for the Appointment of an Acting Chair

- a. In the event that the Department Chair has to be absent from her/his duties and responsibilities, the Chair of the departmental Personnel Committee shall assume the position of Chair.
 - (1) In cases of leaves of absence, the Chair of the departmental Personnel Committee shall assume the Acting Chair position until the return of the regular Chair.

Should the regular Chair not be able to return as specified in this paragraph, then II.A.3.a.(2) or II.A.3.a.(3) goes into effect – whichever is applicable.
 - (2) In the event that the regular Chair is going to be away from required duties and responsibilities for an extended period of time (e.g. sabbatical, leave of absence, etc.), the Chair of the departmental Personnel Committee will assume the duties of the Chair until an Acting Chair can be selected from among the faculty. The Acting Chair will serve until the regular Chair returns. If, during the time when the Acting Chair is serving, the regular Chair chooses not to return, then the Acting Chair will serve until a new appointment can be made by the faculty and approved in accordance with University procedures.
 - (3) In the event that the regular Chair is unable to continue to assume the responsibilities of the office for reasons such as death, resignation, accident, or retirement, the Chair of the departmental Personnel Committee will assume the duties of Chair until an Acting Chair can be selected among the regular faculty. The Acting Chair will serve until a new appointment is made.
- b. Selection of the Acting Chair will be accomplished through the following steps:
 - (1) The Personnel Committee shall announce in writing to all regular faculty members that the position of Acting Chair is available.
 - (2) Applications for the position shall be submitted to the Personnel Committee along with a résumé and reasons for wanting the position.

- (3) Names and résumés of those applying for the position of Acting Chair shall be made available to the regular faculty for review prior to the departmental meeting.
- (4) At a departmental meeting called for by the Personnel Committee, the names of the regular faculty applying for the position of Acting Chair shall be voted upon by secret ballot until a majority vote of the regular faculty is received for a candidate. That candidate will be recommended to the Dean.
- (5) Time periods for submitting the letter of application, the time for the departmental meeting, and procedures for balloting shall be specified by the Personnel Committee when the announcement is posted for the position of Acting Chair.

B. Department Committee Policy

1. Standing Committees: Selection, Chair, and Duties

a. Personnel Committee

(1) Composition

- (a) The committee shall consist of three regular faculty members. At least one member must be tenured while the others may be tenured or tenure-track faculty.
- (b) The chair of the committee shall be appointed by the Department Chair.
- (c) The Department Chair shall serve as a voting member of the committee on all matters except tenure, promotion, reappointment, and professor salary adjustment recommendations.

(2) Selection

- (a) If the regular faculty has at least two members who have been Department members for more than seven years, one member of the committee shall be selected from this group.

- (b) If the regular faculty has at least two members who have been Department members for seven years or less, one member of the committee shall be selected from this group.
- (c) Either one or two at-large members shall be selected to bring the total committee membership to three members.
- (d) Temporary replacements for committee members who have personnel actions pending shall be selected by majority vote of the regular faculty.

(3) Term of Office

The term of office shall be for three years with one member being elected each year by majority vote of the regular faculty at the first Department meeting of the new academic year.

(4) Duties

- (a) Recommend appointment, reappointment, tenure, promotion, or professor salary adjustment of faculty according to departmental guidelines.
- (b) Recommend sabbaticals and other leaves according to departmental guidelines.
- (c) Serve as an advisory committee to the Department Chair in personnel-related matters.
- (d) Recommend a plan for retrenchment according to departmental guidelines.
- (e) Perform other personnel-related duties as may be assigned.

b. Discipline/Curriculum Committees

(1) Formation

- (a) Standing committees shall be formed to review curricular issues for specific majors/disciplines in the Department.

- (b) The Chairs of the committees shall be elected by their respective members.

(2) Duties

- (a) Periodically review the programs under the committees' respective charges.
- (b) Develop and/or review proposals for new undergraduate and graduate courses related to the respective committees' charges.
- (c) Respond to curricular issues brought to the attention of the respective committees.
- (d) Assist in preparing brochures and promotional materials for their respective programs.

(3) Curricular Procedures

Curricular matters reviewed by the Discipline/Curriculum Committees are to be brought to the regular Department faculty for final consideration.

c. Ad Hoc and Special Committees

Ad hoc and Special Committees are in addition to the existing committees. Ad hoc committees may be formed by the Department Chair to undertake special ongoing tasks or to conduct recurring studies of a special nature. Special and Ad Hoc committees are those that are organized to undertake special tasks of a temporary nature. These committees will be automatically dissolved upon completion of the assigned tasks. They may be selected in the following ways:

- (1) Faculty members may volunteer to serve on these committees.
- (2) Faculty members may be appointed by the Chair.
- (3) Faculty members may be nominated and elected in regular or special departmental meeting.

C. Procedures for Faculty Recruiting

1. The Personnel Committee will draft a position description and advertisements in accordance with University requirements. The position description will be approved by a majority vote of the regular faculty.
2. The Personnel Committee will screen applications first to determine which applicants meet the minimum qualifications for the advertised position.
3. Each member of the Personnel Committee using the criteria established previous to advertising the position will evaluate and rank order all applicants who meet the minimum qualifications. The Personnel Committee as a whole will then rank order the qualified applicants.
4. The Personnel Committee will bring its recommendations to the Department for discussion.
5. The Chair of the Personnel Committee with the assistance of the Department Chair will prepare the affirmative action documents and handle other hiring process procedures outside the Department.
6. The Personnel Committee will determine who to interview. Approval of the Dean and University officials will be obtained.
7. Members of the Department will participate in the interview. Candidates will make a presentation to the faculty and/or an appropriate audience.
8. A first vote of the members of the Department will determine if a candidate is acceptable or not acceptable. A majority vote is required. A second vote for each acceptable candidate will determine the academic rank that will be recommended to the Dean for each candidate. A third vote will be used to determine the rank order in which the candidates will be listed in the recommendation to the Dean.

III. PROCEDURES, CRITERIA, AND STANDARDS FOR TENURE, PROMOTION, REAPPOINTMENT, AND PROFESSOR SALARY ADJUSTMENT

A. Procedures to Assure Faculty Participation in Development of Criteria and Standards

1. Regular faculty members in the Department, working through special committees, will be charged with establishing criteria for tenure, promotion, reappointment, and professor salary applications.

2. After the proposed or revised criteria and standards are established, all regular faculty members in the Department will vote on them.
3. All voting faculty members will be notified in writing at least three days prior to a meeting held for the purpose of voting on criteria for tenure, promotion, reappointment, and professor salary adjustment.
4. All voting will be by secret ballot with a majority vote of those present plus absentee ballots deciding the issue.

B. Introduction to Departmental Standards

1. A candidate is responsible to document both the quantity and quality of his or her activities and achievements as outlined in the Agreement. This documentation should include a written narrative explaining how a candidate has met the standards in each of the criterion areas. The intent of the Department is to make no distinction between the standards of excellence expected of candidates applying for tenure and candidates applying for promotion or professor salary adjustment, although recognizing that tenure is offered for accomplishments and promise while promotion is offered as a reward for accomplishments. The promise of a faculty member is defined as stated in the Agreement. The same evaluative criteria will be used for both tenure and promotion recommendations.
2. The Department believes that the quality of a candidate's work and service is best judged by colleagues in the Department where the candidate resides, as stated in the Agreement. In matters of tenure, promotion, reappointment, and salary adjustment, the recommendation shall only be reported either as favorable or unfavorable with supporting rationale.
3. The candidate must meet the departmental standards on all of the University Criteria.
4. Previous full-time service and activities may be used to qualify for promotion and/or tenure consistent with the Agreement.
5. The Personnel Committee conducts an evaluation of the candidate's submission. This evaluation is forwarded to the Department and Department Chair for consideration. The evaluations of the Personnel Committee, the Department, and the Department Chair, along with the candidate's file, are forwarded to the Dean for her/his independent academic judgment pursuant to the Agreement. It is understood that at each level of the review, the reviewer makes an independent judgment of the application, which includes an independent evaluation of each area (teaching, scholarship, and service).

C. Specific Standards

1. Teaching

Evidence of effective teaching may be based upon, but not limited to, the following areas. Evidence includes more than an inclusion of the materials suggested. The candidate should show how the strategies used were a part of effective teaching and resulted in student learning.

Category

Student evaluations (required)

Course materials, literature, current syllabi

- support materials such as handouts, assignments, projects, cases, etc.

- syllabi that reflect appropriate objectives, content, classroom procedures, and evaluation

- development of web-based materials

Appropriate teaching, assessment, and evaluation methods

- examples of student work, e.g., tests, projects, assignments, video-taped presentations, etc.

- examples of assessment tools, e.g., tests

- program-level assessment (creation, implementation, modification, and maintenance of program-level assessment plans)

- program-level assessment tools and methods

- leadership in program review process and program assessment

Other evidence of quality teaching

- Teaching award

- Peer evaluation

- FaCIT evaluation

- Administrative evaluation

- Unsolicited student comments, etc.

In assessing an applicant's submission, the Department shall look for evidence that the applicant's teaching has been of high quality over a continuous period and is of that high quality at the time of the application.

Teaching is too important to the Department to become a secondary interest for any faculty member. To reflect the importance of teaching, the following procedure has been created to ensure faculty members receive peer-based feedback to improve their teaching performance.

- a. Candidates for reappointment, tenure, promotion, and salary adjustments

- (1) All candidates being considered for reappointment, tenure, promotion, or salary adjustment must request a peer evaluation of teaching performance. This request must be made before the beginning of the semester that precedes the semester in which the candidate is considered for reappointment, tenure, promotion, or salary adjustment.
 - (2) Following the request, the Personnel Committee will make no less than one and no more than two unannounced visits to sections taught by the candidate during that semester. The Personnel Committee may also request to review the faculty member's teaching materials.
 - (3) The Personnel Committee will summarize its findings and report them to the candidate. The report may recommend follow-up actions with resources such as the Faculty Center for Innovative Teaching.
- b. Faculty members with substandard teaching performance
- (1) Any faculty member with a history of substandard teaching performance (based on University student opinion surveys) can, at the discretion of the Department Chair, be referred to the Personnel Committee for a peer evaluation.
 - (2) Following such a referral, the Personnel Committee shall meet to discuss the faculty member's teaching performance. If deemed necessary, the Personnel Committee will make no less than one and no more than two unannounced visits to each section taught by the faculty member during the semester. The Personnel Committee may also request to review the faculty member's teaching materials.
 - (3) The Personnel Committee will summarize its findings and report them to the faculty member and the Department Chair. The report may recommend follow-up actions with resources such as the Faculty Center for Innovative Teaching.

2. Scholarship

Evidence of effective scholarship is based upon, but not limited to, the following areas. Evidence includes more than an inclusion of the materials suggested. Candidates have the burden of demonstrating the quality of scholarship for their research. Each activity should include an

evaluation of the quality of the publication (which may include criteria such as impact factors, journal rankings, citation data, etc.) and the role of the author in preparing the publication.

Category

Publication in refereed journal
Refereed proceeding
Refereed presentation
Researched monograph
Publication in public/trade journal
Scholarly book
Textbook
Book review
Chapter in scholarly book
Grant writing for external funds
Publicly available research working paper
Papers presented at faculty research seminar
Written cases with instructional material
Instructional software
Other activities as deemed appropriate by the Personnel Committee

3. University Service and Public Service

Service should be active and sustained at Department, College, and University levels, with greater expectations at higher levels of promotion. Applicants have the burden of demonstrating the quality of service, including, but not limited to, such things as chairing a committee or other significant leadership activities, and document the accomplishments of said committee/activities.

Evaluation of service shall be based upon, but not limited to, the following:

Category

Participation in University governance at Department, College, and University levels
Leadership in on-campus seminars, colloquia, and conferences
Sponsorship of active student organizations
Participation in University/community endeavors
Articles in professional newsletters
Professional speaking
Unpaid consulting
Attendance at professional seminars and workshops
Achievement of recognized professional ratings through examination or review
Participation as a leader in professional meetings

Textbook and manuscript reviews
Any other evidence of University or public service

D. Specific Requirements

Candidates for reappointment, tenure, promotion, and salary adjustment bear the burden of demonstrating the quality of their activities in teaching, scholarship, and service as outlined in Specific Standards (III.C) and in the Agreement.

1. Tenure

a. Teaching

Evidence of effective teaching is demonstrated by satisfactorily meeting measures of teaching performance including evidence from teaching evaluations, University Student Opinion Surveys, and other evidence of effective teaching and student learning.

b. Scholarly and Creative Activities

Candidates must have at least five scholarly activities, including four publications in refereed journals.

c. University and Public Service

At least 10 activities, including activities at the Department, College, and University level.

d. Promise

Based on performance to date and other information available, the Personnel Committee must judge that there is a high probability that the faculty member being evaluated will qualify for promotion in the future in addition to meeting the definition of promise established in the Agreement.

2. Promotion to Professor (since promotion to Associate Professor) and Professor Salary Adjustment (since promotion to Professor)

a. Teaching

Evidence of effective teaching is demonstrated by satisfactory measures of teaching performance including evidence from teaching evaluations, University Student Opinion Surveys, and by other evidence of effective teaching and student learning.

b. Scholarly Activity

Candidates must have at least five scholarly activities, including four publications in refereed journals.

The Department acknowledges that the expectation of either quantity or quality in publications should be higher for professor and professor salary adjustment.

c. University and Public Service

At least 10 activities, including activities at the Department, College, and University level. The Department acknowledges that the expectation of service should be higher for professor and professor salary adjustment.

3. Promotion to Associate Professor

a. Teaching

Evidence of effective teaching is demonstrated by satisfactory measures of teaching performance including evidence from teaching evaluations, University Student Opinion Surveys, and by other evidence of effective teaching and student learning.

b. Scholarly and Creative Activity

Candidates must have at least five scholarly activities, including four publications in refereed journals.

c. University and Public Service

At least 10 activities, including activities at the Department, College, and University level.

4. Promotion to or Appointment as Assistant Professor

Must have a completed doctorate.

E. Reappointment

1. The Department Chair shall present to the Personnel Committee the names of tenure-track regular faculty eligible to apply for reappointment. These candidates shall be notified at least one month in advance of the date on which their material must be presented to the Personnel Committee if they want to be considered for reappointment.

2. The candidates desiring reappointment shall prepare and submit supporting material to the Department Personnel Committee in three major areas:
 - (a) Teaching
 - (b) Scholarly and Creative Activity
 - (c) University Service and Public Service related to the bargaining unit member's discipline

In addition, candidates being considered for reappointment are encouraged to make known any other significant activity or achievement. Additional evidence may be solicited from the regular faculty.

In order to be reappointed, candidates must be making satisfactory progress toward a positive tenure decision.

3. The Personnel Committee Chair will notify the regular faculty of the candidate seeking reappointment and allow at least one week for them to submit comments and concerns about the candidate to the Personnel Committee Chair. The candidate must be given the opportunity to respond to such information before a recommendation is made by the Personnel Committee.
4. A majority vote of the Personnel Committee will determine the recommendation for reappointment. The candidate will be notified of the recommendation within three (3) days after the Committee's vote by the Personnel Committee Chair.
5. The Personnel Committee shall forward its recommendation to the Department Chair and the regular faculty along with the supporting documents, a summary of the arguments, and a record of the vote.
6. The regular faculty shall review the recommendation of the Personnel Committee and shall vote by secret ballot to recommend reappointment or non-reappointment. A majority vote of those voting plus absentee ballots shall determine the outcome. The Personnel Committee shall count the ballots.
7. The candidate for reappointment shall be notified of the outcome of the vote within 24 hours. The regular faculty shall be notified of the outcome of the vote after the candidate has been notified.
8. As provided in the Agreement, the Department Chair shall review the Department recommendation and prepare an independent recommendation that includes a summary of the rationale for the recommendation. Both

the Department recommendation, including the summary of the rationale for the recommendation, and the Department Chair recommendation, shall be forwarded to the applicant and to the Dean.

9. If the recommendation of the Department Chair is different from the recommendation of the Department, both recommendations shall be shared with the candidate before the recommendations are forwarded to the Dean. In the event of a negative recommendation, the candidate may then follow the request for further review as specified in the Agreement.
10. A periodic review of the tenure-track faculty member's progress toward tenure is provided through an annual conference for Assistance to Non-Tenured faculty members in accordance with provisions in the Agreement.
11. A notice of reappointment or non-reappointment is made in accordance with the provisions in the Agreement.

F. Retrenchment

1. When the Department is faced with retrenchment, the Personnel Committee and the Department Chair will be charged with formulating a recommendation to be presented to the regular faculty. Regular faculty members will vote on the recommendation with a majority of those voting plus absentee ballots deciding the issue.
2. In formulating the recommendation, the Personnel Committee will consider the full range of its options and will base its recommendation on an assessment of the best interests of the students who are to be educated and the anticipated educational program of the University.

When a recommendation for reduction must be developed, the Personnel Committee and the Chair shall be guided by the Agreement.

The following order is to be considered for priority for formulating a recommendation for retrenchment:

- a. To leave unfilled, a vacancy caused by retirement, resignation, or some other form of actual anticipated attrition.
- b. Not to consider additional appointment of fixed-term faculty.
- c. The elimination of fixed-term positions in the Department.
- d. To reconvert graduate assistantships earlier established by the conversion of faculty positions to graduate assistantships.

- e. Assignment of summer school or Global Campus assignment as part of the faculty member's regular load. Such assignments shall not result in a decrease in ten (10) months base salary for the bargaining unit member.
 - f. To develop, in cooperation with the University, an early retirement/voluntary resignation program for Department members.
 - g. Non-reappointment of a non-tenured regular faculty member.
 - h. Dismissal of a tenured regular faculty member according to established University policies.
3. Regular faculty members affected by the recommendation shall be notified by the Personnel Committee previous to the recommendation being presented to the faculty.
 4. The recommendation, prepared by the Personnel Committee and passed by the regular faculty, shall be forwarded to the Dean.

G. Appeal Decisions

The following steps shall be taken by an individual making an appeal of tenure, promotion, reappointment, professor salary adjustment, or retrenchment decisions.

1. A written appeal shall be presented to the Personnel Committee and Department Chair.
2. The Personnel Committee and Department Chair shall consider each appeal situation individually.
3. Within two weeks of the date of the appeal, the decision of the Personnel Committee and the Department Chair shall be given, in writing, to the regular faculty member making the appeal.
4. Within two weeks of the decision of the Personnel Committee and the Department Chair, the decision may be appealed, in writing, to the entire regular faculty. Two weeks after the written appeal is presented to the regular faculty, a majority vote taken by secret ballot shall determine the decision of the Department. The Department Chair shall present to the regular faculty member, in writing, the appealed decision of the Department.

5. Any further appeal would follow the Grievance Procedure outlined in the current Agreement.

IV. PROCEDURES FOR LEAVES

A. Sabbatical Leaves

1. Individuals applying for a sabbatical must submit their application by the first Department meeting of the Fall semester.
2. The departmental Personnel Committee shall evaluate the proposals for sabbatical leave in addition to the evaluation criteria specified in the Agreement. Evaluative criteria will include, but are not limited to, the following:
 - a. Contributions of the proposed project to the departmental goals and objectives.
 - b. Contributions of the proposed project to the regular faculty member's goals and objectives.
 - c. Professional contributions of the regular faculty member to the Department, College, and University.
 - d. Needs of the Department; i.e., ability of the Department to support the sabbatical leave.
3. The Personnel Committee, after reviewing the application(s), shall vote by secret ballot for granting or not granting the sabbatical(s).
4. The Personnel Committee Chair shall forward the Personnel Committee's recommendation to the Department Chair and the regular faculty along with the supporting documents, a summary of the arguments, and a record of the vote.
5. The regular faculty shall review the recommendation of the Personnel Committee and shall vote by secret ballot for granting or not granting the sabbatical. A majority vote of those voting plus absentee ballots shall determine the outcome. The Personnel Committee shall count the ballots.
6. The regular faculty member requesting the sabbatical leave shall be notified of the outcome of the vote within 24 hours by the Personnel Committee Chair. The regular faculty shall be notified of the outcome of the vote after the candidate has been notified.

7. The Department Chair shall review the recommendation of the Personnel Committee and the recommendation of the regular faculty and shall forward to the Dean the recommendation of the regular faculty and her/his recommendations along with the supporting documents.
8. The recipient of a sabbatical is expected to share the results of her/his sabbatical leave project with the regular faculty and the Dean by the end of the Academic semester in which normal academic duties are resumed, as required by the Agreement.

B. Other Leaves

1. Regular faculty requesting a leave of absence without pay should submit a request to the Personnel Committee Chair by the end of the 8th week of the semester prior to the leave.
2. The Personnel Committee Chair will notify the regular faculty of the request and will allow at least one week for the return of comments and concerns from the regular faculty to the Personnel Committee.
3. The Personnel Committee will evaluate the request based upon the following criteria:
 - a. Needs of the Department; i.e., ability of the Department to support the leave during the semester requested.
 - b. Concerns of the regular faculty.
4. The Personnel Committee shall vote by secret ballot for recommending granting or not granting the leave. The regular faculty member shall be notified of the status of her/his request for leave without pay no later than three (3) days following the vote of the Personnel Committee by the Personnel Committee Chair.
5. The Personnel Committee Chair shall notify the regular faculty of its recommendation.
6. The Department Chair shall forward the recommendation of the Personnel Committee and her/his independent decision to the Dean.

V. REVIEW OF DEPARTMENTAL PROCEDURES

Each fall semester, the Personnel Committee shall be charged with the responsibility of reviewing the Committee procedures, appeal decisions, and proposed changes suggested by individual departmental faculty members. Any proposed changes in Personnel Committee procedures and appeal decisions shall be presented to the entire regular

faculty at the earliest possible regular Department meeting for approval by a majority vote.

VI. DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

- A. The assignment of teaching schedule, advisement responsibilities, and committee/service responsibilities of the regular faculty members shall be the charge of the Department Chair in consultation with the affected regular faculty member. Each regular faculty member will be asked to indicate her/his preference for courses to teach and teaching schedule. These preferences will be considered by the Department Chair, but the needs of the students and the need to properly maintain departmental programs of study serve as a greater priority.
- B. The assignment of classroom space shall be the responsibility of the Department Chair in conjunction with the Dean and the Registrar.
- C. The assignment of office space shall be the responsibility of the Department Chair. When an office becomes vacant, seniority (date of hire) followed by rank within the College of Business Administration shall be the criteria for assignment of the space.
- D. Regular faculty are expected to maintain five office hours per week and to also be available for students at other times.
- E. All Department faculty (regular and fixed-term) are required to administer the University's student opinion survey to all their classes each semester. Exceptions must be approved by the Department Chair.
- F. The maintenance and updating of course standards and the selection of textbooks will be the responsibility of the regular faculty teaching a particular course. In the case of courses with an appointed coordinator, the coordinator will be responsible for selecting the textbook for all sections of the course.
- G. Regular faculty members interested in teaching for Global Campus, or in summer sessions, will submit a written request to the Department Chair in a timely manner.
- H. The Department Chair shall make the assignments for undergraduate and graduate courses according to the qualifications of the regular faculty members and the needs of the Department. Some priority should be given to individuals who have made significant contributions to the Department in terms of teaching, scholarship, and service.
- I. A majority vote will be used to determine the outcome of any vote, unless otherwise specified in these procedures. Majority is defined as "a number greater than half of a total" of the votes cast.

- J. Faculty should hold their students and themselves to the standards of professional conduct identified in the University Policy on Academic Integrity found in both the University Bulletin and the CMU Red Book.
- K. Robert's Rules of Order shall be used in conducting the business of the Department unless otherwise specified in the procedures.