

**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 Chairperson 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 or void.

A. Definition of Faculty

1. The following paragraph defines faculty as given by the Board of Trustees for Central Michigan University in their minutes of January 22, 1969.

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, personnel counselors, curators, and directors or administrative coordinators of the various academic and research activities under the general administration of the Vice President of Academic Affairs 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.
 - b. Temporary faculty are defined as non-tenurable track faculty who have been appointed by the Department with either part-time or full-time temporary status. Specific inclusions/exclusions for temporary faculty are defined in CMU's On-Campus Temporary Faculty Policy. Excluded from the Department definition of temporary faculty are graduate assistants and coordinators.

- c. “Days” as used in this document refers to “days that school is in session on campus.”
- d. “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. For curricular matters and matters related to Graduate Faculty status brought forward from the Graduate Curriculum Committee, regular faculty must also be members of the Graduate Faculty to be eligible to vote. Absentee ballots will be accepted for matters brought before the faculty from the Undergraduate Curriculum Committee, Graduate Committee, and Personnel Committee.

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 Chairperson.

All regular faculty members are expected to attend regular meetings.

All temporary faculty members are encouraged to attend regular meetings.

- 2. Special Meetings. Special meetings may be called by the Department Chairperson, by the Chairperson 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 temporary faculty members are encouraged to attend special meetings.

- 3. Notice of Meetings and Agenda Items. All regular faculty members and temporary 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 Proposed Revisions

- a. 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 voting faculty.
2. Final Departmental Approval of Proposed 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 paper ballot.
 - c. The document shall be approved by a vote of 2/3 of the regular faculty.
 3. Revision and Amending Process
 - a. Proposed revision(s) and/or amendment(s) must be presented in writing at a regular or special meeting preceding the one at which they are to be voted on.
 - b. Proposed revision(s) and/or 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 Chairperson

1. Expectations of the Chairperson consistent with the duties assigned by CMU 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; 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 teachers; 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; spend departmental budget in the best interest of the instructional program.
- (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; 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; 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; 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 teacher initiative and innovation; provide teachers 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; 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 responsible to

changing student goals and aspirations; be sensitive to needs of students, staff, and community; 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, audits, 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 Chairperson

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 Chairperson.
 - (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 Chairperson's term of office and after the culmination of the Formal Review of the present Chairperson, the Personnel Committee will receive all applications for the position of Chairperson. Should the present Chairperson 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 resumes of the applicants for the position of Chairperson 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, select the nominee to be recommended for the position by majority vote of regular faculty in secret ballot.

b. Formal Review of Chairperson

- (1) A formal review of the Chairperson will take place during the last year of the appointment prior to the announcement and receipt of applications for the upcoming term as Chairperson.
- (2) A non-departmental faculty member will assist the Department in evaluating the Chairperson according to the following guidelines:

- (a) The Personnel Committee will coordinate the review of the Chairperson 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 Chairperson against the duties and responsibilities outlined for the Chairperson.
- (e) The evaluator should interview regular and temporary 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 Chairperson will be submitted to the faculty of the Department.
- (g) At a special meeting of regular faculty called by the Personnel Committee, the evaluation will be reviewed, discussed, and accepted or rejected. Should it not be accepted, the review process will be started again. The Chairperson may or may not be present at the meeting.
- (h) In the event that the Chairperson is not present for the special meeting, a second meeting of the regular faculty will be called to present the report to the Chairperson and enable the regular faculty to have an exchange of comments, discussion, and suggestions for change of the status quo.

3. Procedures for the Appointment of an Acting Chairperson

a. In the event that the Department Chairperson has to be absent from her/his duties and responsibilities, the Chairperson of the departmental Personnel Committee shall assume the position of Chairperson.

(1) In cases of leaves of absence, the Chairperson of the departmental Personnel Committee shall assume the Acting Chairperson position until the return of the regular Chairperson.

Should the regular Chairperson 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 Chairperson is going to be away from required duties and responsibilities for an extended period of time (e.g. sabbatical, leave of absence, etc.), the Chairperson of the departmental Personnel Committee will assume the duties of the Chairperson until an Acting Chairperson can be selected from among the faculty. The Acting Chairperson will serve until the regular Chairperson returns. If, during the time when the Acting Chairperson is serving, the regular Chairperson chooses not to return, then the Acting Chairperson 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 Chairperson is unable to continue to assume the responsibilities of the office for reasons such as death, resignation, accident, or retirement, the Chairperson of the departmental Personnel Committee will assume the duties of Chairperson until an Acting Chairperson can be selected among the regular faculty. The Acting Chairperson will serve until a new appointment is made.

b. Selection of the Acting Chairperson 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 Chairperson is available.

- (2) Applications for the position shall be submitted to the Personnel Committee along with a resume and reasons for wanting the position.
 - (3) Names and resumes of those applying for the position of Acting Chairperson 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 Chairperson 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 Chairperson.
4. Methods for providing informal annual feedback as called for in the Agreement between Central Michigan University and the CMU Faculty Association *Agreement*
- a. The Personnel Committee shall administer the evaluation form titled Administrator Performance Evaluation (Figure 1), to faculty no later than the twelfth week of the Spring semester.
 - b. The Chairperson shall be notified of the results of this evaluation.
 - c. Regular and temporary faculty members shall be able to communicate any immediate reactions, feelings, or complaints directly to the Chairperson 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:

B. Department Committee Policy

1. Standing Committees: Selection, Chairperson, and Duties

a. General Policies

Each Standing Committee shall have at least one carryover member from the previous year.

b. Undergraduate Curriculum Committee (UGCC)

(1) Composition:

- (a) The Committee shall consist of four regular faculty appointed by the Department Chairperson.
- (b) The Chairperson of the Committee shall be appointed by the Department Chairperson.
- (c) The Department Chairperson shall serve as a voting member of the Committee.

(2) Duties:

- (a) Periodically review undergraduate majors, minors, and non-degree programs and make recommendations for change.
- (b) Develop and/or review proposals for new undergraduate offerings.
- (c) Respond to curricular problem areas brought to the attention of the committee.
- (d) Investigate undergraduate course offerings across departments to identify areas that may be combined and/or those that support the BIS undergraduate program offerings.
- (e) Make recommendations for new equipment acquisitions.
- (f) Assist in preparing brochures for undergraduate majors, minors, and non-degree programs.

(3) Curricular Procedures:

- (a) Undergraduate curricular matters reviewed by the Curriculum Committee are to be brought to the regular faculty for final consideration.
- (b) The maintenance and updating of course standards and the selection of textbooks will be the responsibility of the regular faculty teaching a particular course.

c. 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 tenure or tenure-track faculty.
- (b) The chairperson of the committee shall be appointed by the Department Chairperson.
- (c) The Department Chairperson 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 school 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 Chairperson in personnel-related matters.
- (d) Recommend a plan for retrenchment according to departmental guidelines.
- (e) Perform other personnel-related duties as may be assigned.

d. Graduate Curriculum Committee (GCC)

(1) Composition:

- (a) The committee shall consist of three regular faculty members who hold regular membership in the Graduate Faculty and who are elected by majority vote of the Department.
- (b) The term for members on the committee shall be three years with staggered terms.
- (c) The Department Chairperson shall serve as a voting member of the committee.
- (d) The chairperson of the committee shall be appointed by the Department Chairperson.

(2) Responsibilities:

- (a) Review and approve or deny applications for regular membership in the Graduate Faculty according to the criteria established by the Graduate Education Policy.
- (b) Review and approve or deny applications for associate membership in the Graduate Faculty according to the criteria established by the Graduate Education Policy.
- (c) Review all 500-, 600-, and 700-level BIS, MBA, or CBA courses the Department has an interest in or responsibility for, and make recommendations to the faculty and the MBA director.
- (d) Review the Master of Science in Information Systems (MSIS) program, the Professional Development Certificate and Certificate in Business Computing and/or review recommendations for these programs from ad hoc committees and make recommendations to the faculty.
- (e) Review existing graduate policies, formulate new policies as needed, and make recommendations to the regular faculty.

(3) Voting by the Committee:

- (a) A majority vote of the GCC will determine the outcome of issues considered by the GCC.
- (b) A positive vote by the GCC will send the issue to the Graduate Faculty for consideration. A majority vote of the Graduate Faculty will determine the outcome of an issue.
- (c) A tie vote of the GCC will result in the issue being returned to the initiator.

(4) Membership on the Graduate Faculty

Qualifications and procedures for membership on the Graduate Faculty shall follow the University Graduate

Education Policy. Details are in the document, “Graduate Education Policy” available at <http://www.grad.cmich.edu>.

(5) Procedure for Membership on Research Committees:

(a) Theses/Independent Research Papers

- i) Persons serving as committee members for theses and/or Independent Research papers must have regular membership on the Graduate Faculty.
- ii) Exceptions to basic requirements for membership will be considered by the Graduate Curriculum Committee.
 - 1) Persons being considered for exceptions must be regular faculty, but not holding regular membership in the Graduate Faculty. Their committee membership should be limited to one research paper at any given time.
 - 2) Visiting professors may be considered to serve on the Graduate Faculty and to serve as committee members of research papers.

e. 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 Chairperson to undertake special ongoing tasks or to conduct recurring studies of a special nature. Special committees (ad interim) 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. Ad hoc and/or Special Committee members must be regular faculty. 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 Chairperson.

- (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 Chairperson of the Personnel Committee with the assistance of the Department Chairperson 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 class.
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 rank that will be recommended to the Dean for each acceptable candidate. A third vote of the members of the Department will be used to determine, among those candidates who were voted acceptable, the 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 regular faculty in the Department are eligible as voting members.
4. 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.
5. 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*.

C. Specific Standards

1. (40%) Teaching

The BIS 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 BIS 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).

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, 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

- Administrative evaluation

- Unsolicited student comments, etc.

2. (40%) Scholarship

The BIS 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 BIS 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).

The assessment of quality of scholarly contributions is best judged by the Department. The BIS Personnel Committee and Department will judge each publication by Department and professional standards with regard to its scholarly contribution to the discipline. Everything approved and sent forward by the Department has been determined to meet the Department Standards. The qualitative value for each activity includes an evaluation of the quality of the publication and the role of the author in preparing the publication. The Department of BIS defines a refereed journal as one that uses at least two reviewers (at least one of whom is unaware of the article's authorship) to determine worthiness for publication.

- a. Basic scholarship is defined as the creation of new knowledge. Output from basic scholarship shall be based upon, but not limited to, the following:

Category

Publication in refereed journal
Refereed proceeding from scholarly meeting
Refereed paper presented at academic meeting
Researched monograph
Scholarly book
Chapter in scholarly book
Publicly available research working paper
Papers presented at faculty research seminar
Other activities as deemed appropriate by the Personnel Committee

- b. Applied Scholarship is defined as the application, transfer, and interpretation of knowledge to improve management practice and teaching. Output from applied scholarship activities shall be based upon, but not limited to, the following:

Category

Publication in professional (refereed) journal
Refereed proceeding
Professional (refereed) presentation
Publication in public/trade journal
Publication in in-house journal
Book review
Paper presented at faculty workshop
Grant writing for external funds
Other activities deemed appropriate by the Personnel Committee

- c. Instructional Development is defined as the enhancement of the educational value of instruction efforts of the institution or discipline. Output from instructional development activities shall be based upon, but not limited to, the following:

Category

Textbook

Publication in pedagogical (refereed) journal

Refereed proceeding

Professional presentation (refereed)

Written cases with instructional material

Instructional software

Publicly available materials describing the design and implementation of new courses

Grant writing for external funds

Other activities deemed appropriate by the Personnel Committee

3. (20%) University Service and Public Service

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

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

1. Tenure

- 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 Activities

Must be “academically qualified” by College criteria with at least five activities, including four publications in refereed journals.

c. University and Public Service

At least 10 activities, including activities at the 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

Must be “academically qualified” by College criteria. Must have five activities, including four publications in refereed journals and one additional activity. The Department acknowledges that the expectation of either quantity or quality in publications should be higher for professor and professor salary adjustment. The candidate provides evidence of the quality of the scholarly work.

c. University and Public Service

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

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

Must be “academically qualified” by College criteria. Must have five activities, including four publications in refereed journals and one additional activity.

c. University and Public Service

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

4. Promotion to or Appointment as Assistant Professor

Must have a completed doctorate.

E. Reappointment

1. The Department Chairperson 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 other significant activity or achievement. Additional evidence may be solicited from the regular faculty.

3. The Personnel Committee 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. 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 within three (3) days after the vote of the Personnel Committee of the recommendation that is to be forwarded to the Department Chairperson. If the recommendation is non-reappointment, the reasons for the non-reappointment will be presented to the candidate in writing. The Personnel Committee Chairperson will notify the regular faculty after the candidate has been notified.
5. The Department Chairperson and the Personnel Committee Chairperson shall prepare a Department recommendation that includes the summary of the rationale for the recommendation. As provided in the *Agreement*, the Department Chairperson 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 Chairperson recommendation, shall be forwarded to the applicant and to the Dean.
6. If the recommendation of the Department Chairperson is different from the recommendation of the Department, both recommendations shall be shared with the candidate involved 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*.
7. 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*.
8. 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 Chairperson 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 Chairperson 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 temporary faculty.
 - c. The elimination of temporary 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 ProfEd 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 CMU, 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 Chairperson.
2. The Personnel Committee and Department Chairperson 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 Chairperson 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 Chairperson, 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 Chairperson 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. The Department Chairperson shall advertise the deadlines for submission of applications for sabbatical leaves.
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 shall forward its recommendation to the Department Chairperson 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. The regular faculty shall be notified of the outcome of the vote after the candidate has been notified.
 7. The Department Chairperson 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 by the end of the 8th week of the semester prior to the leave.
2. The Personnel Committee 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 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.
 - 5. The Personnel Committee shall notify the regular faculty of its recommendation.
 - 6. The Department Chairperson 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 Department Chairperson and the Personnel Committee will be responsible for recommendations for promotion, tenure, reappointment, professor salary adjustment, termination, and leaves.
- B. The assignment of teaching schedule, advisement responsibilities, and committee/service responsibilities of the regular faculty members shall be the charge of the Department Chairperson 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 Chairperson, but the needs of the students and the need to properly maintain departmental programs of study serve as a greater priority.
- C. Regular faculty members seeking a sabbatical or other leaves of absence should consult with the Department Chairperson and then submit the required forms to the Personnel Committee.
- D. The management of the Department's financial resources shall be performed by the Department Chairperson. This will include both procurement and allocation

of funds and/or resources. Status reports on financial matters will be reviewed periodically with the faculty.

- E. The assignment of classroom space shall be the responsibility of the Department Chairperson in conjunction with the Dean and the Registrar.
- F. The assignment of office space shall be the responsibility of the Department Chairperson. 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.
- G. Regular faculty are expected to maintain five office hours per week and to also be available for students at other times.
- H. Regular faculty members interested in teaching for ProfEd, or in summer sessions, will submit a written request to the Department Chairperson in a timely manner.
- I. The Department Chairperson shall make the assignments for undergraduate courses according to the qualifications of the regular faculty members and the needs of the Department. Academic background and seniority shall receive some consideration. Some priority should be given to individuals who desire to teach and have made significant contributions to the Department in terms of research, publication, and service to the Department. Also, some priority should be given to individuals who desire to teach and more time has elapsed since their last summer assignment than other individuals.
- J. The Department Chairperson shall make the assignments for graduate courses according to the qualifications of the regular faculty members and the needs of the Department.

Academic background for teaching the course and research and scholarly record shall be considered.
- K. 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.
- L. Absentee ballots may be cast for any personnel decisions. These ballots must be presented to any member of the Personnel Committee at any time before the vote is taken in the meeting.
- M. Robert’s Rules of Order shall be used in conducting the business of the Department unless otherwise specified in the procedures.
- N. Each regular faculty member is expected to administer a student opinion survey form to at least one-half of her/his classes each year.