

COUNSELING CENTER
DEPARTMENT PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

Approved October 20, 2015
(Official document prepared by Faculty Personnel Services)

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COUNSELING CENTER

I. INTRODUCTION

The Counseling Center tenured and tenure-track faculty shall by majority vote:

- Establish procedures for Counseling Center faculty participation in formulating the Counseling Center's procedures, criteria, standards, and bylaws.
- Establish procedures for faculty participation in determining Counseling Center faculty recommendations in the areas of tenure, promotion, and reappointment; and
- Establish or revise bylaws for its internal governance.

Changes in, additions to, or deletions from the Procedures, Criteria, Standards, and Bylaws shall be subject to approval of the Administration and the Provost and must be consistent with the current agreement between Central Michigan University and Central Michigan University Faculty Association (*Agreement*).

Counseling Center faculty must be licensed in their professional specialty. Limited licensed professionals working towards full licensure will be considered for employment in the Counseling Center. Counseling Center faculty and staff must follow relevant professional ethics in their work.

Counseling Center faculty and staff must follow Counseling Center policies, procedures and practices described in the current Counseling Center Policies and Procedures Manual.

The Counseling Center faculty maintain a responsibility to Central Michigan University. Acceptance of employment by the Counseling Center faculty implies that the faculty member is in substantial agreement with the policies and principles of the University.

Counseling Center faculty and staff must follow Central Michigan University policies, procedures and practices.

A. The Place of Counseling at Central Michigan University

The Director of the Counseling Center at Central Michigan University is administratively responsible to the Associate Vice President for Student Affairs. Counseling Center faculty and staff are not responsible for administrative or disciplinary decisions about students.

B. Professional Ethics

Counseling Center counselors provide confidential counseling services to currently enrolled Central Michigan University students in a manner consistent with professional standards and ethics, legal obligations, and Counseling Center policies, procedures and practices. Counseling Center counselors seek consultation as needed, or required.

If Counseling Center faculty have concerns about the ethical behavior of another Counseling Center counselor or staff member, the situation must be addressed according to professional ethical standards and license responsibilities. Generally it is the responsibility of the faculty member to address the concern with her / his colleague. When this is not possible (e.g., due to power differentials) or if the concern is unresolved, the situation must be reported to the Counseling Center Director or Associate Director, or the Associate Vice President for Student Affairs.

C. Counseling Center Mission, Vision and Objectives

1. Mission

The Mission of the Counseling Center is to provide services and programs which enable students to develop skills, attitudes and behaviors essential for personal growth, coping with life challenges, interpersonal effectiveness and academic success.

2. Shared Beliefs and Values

The Counseling Center supports the teaching, scholarly and creative activity, and service missions of the university. It is our vision to:

- Provide excellent service to the university community;
- Support continual Counseling Center professional development for counselors and staff;
- Work cooperatively with other offices to deliver professional and effective services to students;
- Value equality and understanding of the richness of diversity within the university community and of the unique needs of special populations, and to continually evaluate and advance services to these populations;
- Maintain an atmosphere of open communication, mutual trust, respect, and support in which individuals can achieve their full potential;
- Participate in scholarly and creative activity appropriate to our university role and function.

3. The Counseling Center's objectives are to:

- Provide individual counseling services to students;
- Provide counseling/support groups, outreach, and workshops;
- Provide after hours on-call emergency services during the academic year;
- Provide timely access to counseling services for students experiencing a crisis or urgent need to see a counselor by offering same day appointments when the university is open;
- Maintain a strong working alliance with various CMU academic and service offices and various community service providers;
- Provide consultation services to members of the university community;
- Evaluate, review and strengthen the services offered;
- Engage in scholarly and creative activities;
- Provide an internship/practicum educational experience for graduate students;
- Serve the university, local community, and profession in appropriate ways; and
- Maintain the Counseling Center website as a visible means of informing the campus community of services offered; and
- Provide support, psychoeducation, and resources through social media outlets.

D. Counseling Center Functions at Central Michigan University

1. Services to Students

- a. Counseling. Counseling Center counseling services are available to currently enrolled Central Michigan University students. Individual counseling sessions provide confidential assistance to students with personal, developmental, social, relationship and mental health concerns. Counseling is time-limited (i.e., short-term). Support groups and psychoeducational workshops on various topics might also be provided.
- b. Mental Health Screening. Screening for various mental health concerns is provided. Selected mental health and substance abuse screening is available on the Counseling Center website (www.counsel.cmich.edu).
- c. Crisis Intervention. The Counseling Center strives to provide same day access to services when students state they have an urgent / emergency need or are experiencing a crisis and request being seen immediately. Counselors provide after hours and noon hour on-call crisis coverage and weekend coverage during the academic year.

- d. Outreach. The Counseling Center primarily engages in relationship building outreach activities with other departments and offices and provides limited outreach programming to students. The center maintains a fans only Facebook page.
- e. Referral Services. Counseling Center faculty and staff maintain a close alliance with personnel at other agencies, offices, facilities, and service organizations to make referrals for effectively meeting student needs on and off campus. Updated referral and other resource information is maintained on the Counseling Center's website (www.counsel.cmich.edu), in the Counseling Center's waiting area and in the resource binder maintained by the Counseling Center's Executive Secretary.

2. Services to Faculty and Staff

- a. Consultation, and/or limited in-service training are provided upon request to faculty and staff, time permitting.
- b. Counseling Center counselors are available to act as consultants for University program development and to serve on various university committees.

3. Training

- a. Training of graduate students is an appropriate and desirable responsibility of the Counseling Center. Interns and/or advanced practicum students are carefully selected and closely supervised by qualified personnel.
- b. Counseling Center faculty are available to assist in the training of paraprofessionals within the university community.

4. Research and Evaluation

- a. Counseling Center faculty and staff periodically conduct needs assessment, program evaluation and research to determine the effectiveness of Counseling Center services and to improve those services.
- b. Counseling Center faculty and staff conduct quality assurance activities to ensure Counseling Center faculty adherence to professional standards and practices.
- c. Counseling Center faculty and staff are available to consult with members of the University community who wish to conduct their own research on student characteristics or behavior, or on the influence of specific programs on student development.

- d. Counseling Center faculty and staff engage in scholarly and creative activities following relevant professional ethics and standards and CMU's policies and procedures regarding the conduct of research.

II. DEPARTMENTAL PROCEDURES

A. Professional Responsibilities

1. Definition of Counseling Center Faculty

The Counseling Center employs four (4) types of counselors:

- a. Tenured and tenure-track faculty, full-time, full-salaried (10 or 12 months) counselors employed in the Counseling Center at least one-half time (See *Agreement*)
- b. Full-time and part-time fixed-term faculty counselors; and
- c. Professional and Administrative staff with administrative and counseling responsibilities; and
- d. On occasion part-time temporary staff.

Counseling Center rights, responsibilities, and involvement of fixed-term faculty and staff with counseling responsibilities are the same.

2. Workload

Counseling Center counselors should have a balanced workload consistent with the *Agreement*, that affords time for all aspects of their professional functioning, including counseling, scholarly and creative activity for tenured and tenure-track faculty, university/community service, staff meetings, professional development, case consultation, committee meetings, consultation and outreach. Availability for direct service responsibilities such as individual and group counseling, crisis intervention, and providing clinical supervision should not exceed 65% of the workload, based upon a forty (40) hour workweek, on a continuing basis.

Counselors share by rotation after hours and noon hour on-call during fall and spring semesters, except for Thanksgiving and spring break, and the week immediately before the beginning of each semester.

3. Administration

- a. The Director is the administrative head of the Counseling Center.
- b. Each committee chairperson is directly responsible to the Director of the Counseling Center.

4. Qualifications of the Director

The Director should possess personal attributes that promote effective interaction with others and have a background in higher education as well as some successful administrative experience. In addition, the Director must have background and/or training in counseling, counseling psychology, clinical psychology, social work, marriage and family therapy, or a related area. An earned doctoral degree from an accredited institution of higher education is preferred though not required. The Director must hold appropriate licensure in his / her field of specialty.

5. Method of Selection of the Director

The Counseling Center director is appointed following a candidate review process and recommendation of the Counseling Center tenured and tenure-track faculty and approval of the Associate Vice President for Student Affairs and Provost. Preferably an internal candidate will desire appointment to the director position. In the event there are no internal candidates, with approval of the Associate Vice President for Student Affairs and Provost there will be an external search to fill the director position. Both possibilities are considered below.

Internal Search

The procedure for candidacy will be as follows:

- a. All full-time tenured Counseling Center faculty members wishing to apply for the directorship must make the fact known in writing to the Associate Vice President for Student Affairs.
- b. The Associate Vice President for Student Affairs will compile the list of applicants and provide a copy to each Counseling Center counselor.
- c. Each applicant must submit a vita and/or such other supporting evidence and materials as he or she deems appropriate.
- d. Copies of such materials will be made available for review by all Counseling Center counselors at least one week prior to the election. Other Counseling Center staff may also review these materials. The election outcome is a recommendation to the Associate Vice President for Student Affairs.
- e. The person to be recommended to the Associate Vice President for Student Affairs to serve as Director will be identified by the democratic process involving the vote of all tenured and tenure-track Counseling Center faculty. Those applying for Director, other counselors, and Counseling Center staff will not have a vote in this process. Voting Counseling Center faculty may seek input from other Counseling Center faculty and staff concerning the

qualifications of the applicants for Director. A majority of the votes cast is necessary for the election recommendation. Absentee ballots are to be honored provided the absent Counseling Center faculty has been performing responsibilities in the Counseling Center for at least one semester immediately preceding the vote. On any ballot in which no applicant is elected, the person receiving the fewest votes will be dropped from the list. In the event of a tie for fewest votes, voting will proceed for those in the tie position to determine who will be retained in the final ballot; two additional ballots will be conducted. During the final vote if a tie occurs and is not broken, a third ballot will be conducted after a waiting period of one week. If the tie persists, the Associate Vice President for Student Affairs in consultation with the voting Counseling Center faculty will recommend a Director to the office of Faculty Personnel Services in accordance with Faculty Hiring Guidelines available at https://www.cmich.edu/office_provost/academic_administration/FPS/Forms/Documents/FACULTY%20HIRING%20GUIDELINES%20-%20PA7.pdf.

- f. The Director will generally serve for a period of up to three years and no more than five years with the option of being re-appointed.
- g. Temporary vacancies in the Director position are typically filled by the Associate Director. In the event that the Associate Director is unable or unwilling to serve in this capacity, in consultation with the Associate Vice President for Student Affairs, a special process will be held in a faculty meeting to identify the individual to be recommended to the Associate Vice President for Student Affairs for appointment as Director.
- h. The appointment of the Director will take place no later than April 1. The new Director will assume office August 16.
- i. Regardless of the number of candidates applying for the directorship, the above process will occur.

External Search

In the event there is no Counseling Center tenured faculty member interested in or who meets the qualifications for appointment as Director, following approval of the Associate Vice President for Student Affairs and Provost, a search to fill the Director position will be conducted. Counseling Center faculty and the Associate Vice President for Student Affairs collaboratively will determine an appropriate search process, which in all cases must comply with CMU search policies and procedures. Following completion of the external search, the Director will generally serve for a period of up to three years and no more than five years with the option of being reappointed.

6. Recall Process

A majority of the tenured and tenure-track Counseling Center faculty may at any time for reasons specified in the *Agreement* request the Associate Vice President for Student Affairs to remove the Director before the completion of any term, and a new process occur.

7. Administrative Functions of the Director

The Director of the Counseling Center is the administrative head of the Counseling Center. Besides the duties and responsibilities assigned by the Associate Vice President for Student Affairs and Provost, the Director is responsible for chairing faculty/staff meetings, preparing agendas, approving and coordinating counselors' schedules and on-call responsibilities, auditing office expenditures, managing resources, providing consultation to Counseling Center faculty and staff and others as requested, and carrying out the action voted by the Counseling Center faculty. The Director is expected to provide leadership in the facilitation of Counseling Center programs and to serve as the chief liaison officer between the Counseling Center faculty/staff and the Associate Vice President for Student Affairs and other administrative officers.

The administrative duties of the Director include reporting to the administration, through written and verbal means, the needs and accomplishments of the faculty/staff, as well as communicating the concerns and directions of the administration to the faculty/staff. The administrative duties also include supervision of the Office Professionals, other staff and fixed-term faculty that work in the Counseling Center.

8. Procedures for Review of the Director

- a. The purpose of the review is to determine the effectiveness of the Director and to make suggestions for her/his professional growth.
- b. The review of the Director is chaired by the Associate Director who disseminates an evaluation questionnaire for Counseling Center counselors to complete. Completed questionnaires are returned to the Associate Director or designee who oversees the compilation of the outcomes of the evaluation into a summary document. The Associate Director disseminates the outcome of the evaluation to the Director, Counseling Center faculty and staff, and the Associate Vice President for Student Affairs.
- c. It is the responsibility of the Director to arrange and to announce the Director evaluation process.

- d. The Associate Director may choose to secure input from other individuals, i.e., Associate Vice President for Student Affairs, Office Professionals, interns, others on and off campus with whom the Director interacts, etc., prior to the initial review meeting.
- e. The review procedure is conducted annually and no later than April 1, except during the final year of the Director's term of office when such review would be conducted by March 1.
- f. A copy of the review report is submitted to the Director by the Associate Director no later than one week following such meeting. The Associate Vice President for Student Affairs is sent a copy of the review report.

9. Qualifications of the Associate Director

The Associate Director should possess attributes that promote effective interaction with others, and some successful administrative experience is desirable. In addition, the Associate Director must have background and/or training in counseling, counseling psychology, clinical psychology, social work, marriage and family therapy, or a related area. The Associate Director must be a tenured or tenure-track faculty member in the Counseling Center and must hold appropriate licensure in his / her field of specialty.

10. Method of Associate Director Selection

The Associate Director is appointed by the Associate Vice President for Student Affairs based upon a recommendation by Counseling Center regular faculty.

All tenured and tenure-track Counseling Center faculty with at least one year of Counseling Center service shall be eligible to be Associate Director, if they meet the qualifications and conditions as outlined. The procedure for appointment is as follows:

- a. Any full-time tenured or tenure-track Counseling Center faculty employed in the Counseling Center for at least a year and wishing to apply for Associate Director must make the fact known in writing to the Director.
- b. The Director will compile the list of applicants and provide a copy to each Counseling Center counselor.
- c. Each applicant must submit a vita and/or such other supporting evidence and materials as he / she deems appropriate.
- d. Copies of such materials will be made available for review by all Counseling Center counselors and staff at least one week prior to the selection.

- e. The person recommended for Associate Director is selected by the democratic process involving the vote of all Counseling Center tenured and tenure-track faculty. Voting faculty may seek input from nonvoting Counseling Center counselors and staff on the qualifications of those running for Associate Director. Those running for Associate Director and other Counseling Center counselors and staff will not have a vote. A majority of the votes cast is necessary for election. Absentee ballots are to be honored provided the absent faculty member has been performing responsibilities in the Center for at least one semester immediately preceding the vote. On any ballot in which no candidate is elected, the person receiving the fewest votes will be dropped from the list. In the event of a tie for fewest votes, voting will proceed for those in the tie position to determine who will be retained in the final ballot; two additional ballots will be conducted. During the final vote, if a tie occurs and is not broken, a third ballot will be conducted after a waiting period of one week. If the tie persists, the Director in consultation with the voting faculty will recommend to the Associate Vice President for Student Affairs an Associate Director to be appointed by the Associate Vice President for Student Affairs.
- f. The Associate Director will generally serve for a period of up to two years and no more than five years with the option of being a candidate for re-appointment.
- g. Temporary vacancies in the Associate Director position are filled by a special process held in a faculty meeting to identify the individual to be recommended to the Associate Vice President for Student Affairs for appointment as Associate Director.
- h. The election for Associate Director will take place no later than April 1. The new Associate Director will assume office during faculty preparation week prior to the beginning of fall semester classes.
- i. Regardless of the number of candidates applying for the Associate Directorship, an election will be held.

11. Administrative Functions of the Associate Director

The Associate Director acts as Director in the Director's absence. In addition, the Associate Director provides leadership in the development and oversight of the Counseling Center's individual and group counseling services and continuous quality improvement efforts. The Associate Director is responsible for implementing the Counseling Center's evaluation, the annual Director's evaluation and other duties as agreed to and as assigned by the Counseling Center Director in consultation with Counseling Center faculty and staff and Associate Vice President for Student Affairs. The duties may include continuous quality

improvement / quality assurance activities, planned outreach, committee membership and networking. The Associate Director's direct services responsibilities are reduced a variable number of hours, with a minimum reduction of two (2) hours, depending upon the responsibilities of the position in a given year. The Director annually, and other times as appropriate, makes a recommendation to the Associate Vice President for Student Affairs regarding the Associate Director's direct service responsibilities.

12. Recall Process

A majority of the tenured and tenure-track faculty may at any time request of the Associate Vice President for Student Affairs removal of the Associate Director for performance reasons before the completion of any term, and a new election.

13. Procedures for Review of the Associate Director

- a. The purpose of the review is to determine the effectiveness of the Associate Director and to make suggestions for her/his professional growth.
- b. The review of the Associate Director will be chaired by the Director who will disseminate an evaluation questionnaire for all Counseling Center counselors to complete. Completed questionnaires will be returned to the Director who oversees the compilation of the outcomes of the evaluation into a summary document. The Director will disseminate the outcome of the evaluation to the Associate Director, Counseling Center counselors, and the Associate Vice President for Student Affairs.
- c. It is the responsibility of the Director to inform the Associate Director of the evaluation time line.
- d. The Director may choose to secure input from other individuals, i.e., Associate Vice President for Student Affairs, Office Professionals, student workers, interns, others on and off campus with whom the Associate Director interacts, etc.
- e. The review procedure is conducted annually and no later than April 1, except during the final year of the Associate Director's term of office when such review is conducted by March 1.
- f. A copy of the review report is submitted to the Associate Director and Counseling Center faculty and staff by the Director no later than one week following such meeting. The Associate Vice President for Student Affairs is sent a copy of the review report.

14. Assistant Director

- a. Upon the recommendation of Counseling Center tenured and tenure-track faculty with the approval of the Associate Vice President for Student Affairs, the Counseling Center Assistant Director position may be created.
- b. The qualifications, selection, direct service reduction, review and recall procedures for the Assistant Director are the same as Associate Director.
- c. Administrative responsibilities are approved by the Associate Vice President for Student Affairs following recommendations from the Director and Associate Director who may seek input from other Counseling Center faculty and staff.

15. Committees

- a. The following are the standing Counseling Center committees:
 1. Personnel – chaired by Director and membership dependent upon nature of personnel recommendation or decision being made.
 2. Administrative Team – Director, Associate Director, senior counselor / regular faculty member, voluntary fixed-term faculty representative preferably full-time and may involve others as needed; addresses various ongoing Counseling Center issues and concerns.
 3. Continuous Quality Improvement / Quality Assurance – chaired by Associate Director with responsibility for setting and maintaining counseling standards, setting related goals for the year, and determining a process of annual review of Counseling Center faculty and staff direct service and related work. All Counseling Center faculty and staff are involved in this committee and related processes.
- b. Ad hoc committees may be convened at any time for gathering information or preparing recommendations.
- c. Committee appointment and formation may be made by action of the Director or departmental action during a regular or special meeting.
- d. A committee chairperson is appointed by the Director or elected by committee members at the first committee meeting.
- e. Each committee chairperson is directly responsible to the Director of the Counseling Center.

- f. As appropriate, committee recommendations are presented for review, discussion and action at regular or special departmental meetings.

16. Scheduled Meetings

- a. The completed schedule of regular meetings will be sent to each faculty member as soon as it is determined.
- b. The agenda for regularly scheduled faculty and staff meetings will be provided to attendees in advance of the meeting in such a manner that one has time to prepare for the meeting.
- c. Additional meetings as needed may be initiated by any Counseling Center faculty or staff member.
- d. Counseling Center faculty and staff strive to make consensual decisions at meetings and make decisions by majority vote as needed.

17. Policy Statement on Research, Investigatory Studies, Surveys, and Other Creative Endeavors

All Counseling Center research, evaluation and data collection projects must conform to professional research ethics and CMU policies and procedures regarding conducting research with human subjects (e.g., all applicable CMU IRB policies and procedures must be followed).

Any proposed research, studies, surveys, or other creative endeavors (e.g., books, articles, panel presentations, etc.) which involve Central Michigan University, its students, or the Counseling Center faculty, and/or its data, must adhere to the following:

- a. A written proposal will be distributed at a meeting of the Administrative Team for review, discussion, and feedback prior to the beginning of the research project. The Administrative Team will also evaluate the proposal to ensure proper ethical treatment of subjects. The proposed project will also be discussed at a faculty and staff meeting.
- b. All studies or projects that involve Counseling Center clients must be reviewed by the Administrative Team and must include a written consent form signed by participants that assures their continued status as clients is not conditional upon participation in a research project.
- c. Any scholarly and/or creative activity that requires faculty participation and/or Counseling Center data is presented at a faculty and staff meeting for review as to appropriateness, potential impact on clients and clients' confidentiality and is voted on concerning participation by faculty. Without penalty regarding their decision, individual Counseling Center faculty and

staff may decide whether or not they participate in approved research projects.

Any creative endeavor which will involve faculty participation and/or Counseling Center data is to be voted on by majority vote of tenured and tenure-track faculty, fixed-term faculty, and staff counselors with regard to participation and use of data. In order to be approved a proposed project must conform to relevant professional ethical standards, CMU policies and procedures, and Counseling Center policies and procedures. For reasons other than the aforementioned, faculty members cannot veto a proposal. They may, by the vote, indicate willingness to participate and/or allow data to be used. Any unresolved disputes related to this process will be resolved by the Associate Vice President for Student Affairs.

- d. If funds and other resources are available, the Counseling Center will strive to support as much as possible scholarly and creative activities by Counseling Center faculty. Actual funds available for this purpose may vary from year to year depending upon the Counseling Center's budget. Counseling Center support may include clerical and student assistance, materials, etc. Requests for Counseling Center support of scholarly and creative activities are made in writing to the Administrative Team for review and recommendations to the Director. The Director makes the final decision regarding expenditure of Counseling Center funds. Faculty and staff are encouraged to seek assistance outside of the Counseling Center for those research projects requiring significant expense.
- e. Counseling Center tenured and tenure-track faculty may schedule a block of time up to four (4) hours per week of non direct service time to work on activities related to reappointment, tenure and promotion responsibilities including scholarly and creative activity, demonstrating counseling competency and community service. This time may be spent in or out of the Counseling Center. Each semester Counseling Center tenured and tenure-track faculty taking this block of time must provide documentation to the Director that the time has been used for these activities. As appropriate, additional non-direct service time may be used for these activities too.
- f. The Director will be responsible for maintaining ongoing information about the scholarly and creative activities conducted by Counseling Center faculty members and will submit an annual report summarizing these projects to the Associate Vice President for Student Affairs.
- g. The Administrative Team is informed of the outcome of approved scholarly and creative activities. Written documentation of project completion (e.g., dissertation, published article, etc.) is provided to the Administrative Team. Project results are also provided at a Counseling Center faculty and staff meeting.

- h. When Counseling Center faculty members are contacted by another university, agency, individual, etc. for assistance in scholarly and creative activities the above guidelines are followed.

B. Allocation of Department Funds

1. General Purpose of Professional Development Funds

The purpose of Counseling Center professional development funds is to support activities which will enhance the professional development of Counseling Center faculty and staff members and/or directly enhance the functioning of the Counseling Center.

2. Policy for Allotment of Professional Development Funds for Authorized Professional Activities

- a. At the beginning of the academic year the Director will inform Counseling Center faculty and staff of the professional development funds available for the academic year.
- b. Each full-time, tenured and tenure-track Counseling Center faculty member will be eligible for equal shares of the total allotment for professional development.
- c. When fixed-term faculty and staff counselors are employed, they will be eligible for professional development funds for activities that will directly or indirectly benefit the students served by the Counseling Center during their term of employment.
- d. Professional development funds are provided proportionally to those Counseling Center counselors employed less than full-time in the Counseling Center.
- e. Faculty and staff members are encouraged to utilize other funding sources (e.g., FRCE) when possible to supplement Counseling Center professional development funds.
- f. Staff professional development is encouraged and funds as available will be provided for staff professional development activities.

3. Policy for Allotment of Supplies and Equipment

The Director will solicit from Counseling Center faculty and staff suggestions for possible purchase of books, tapes, and other items deemed necessary. If there are any Supplies and Equipment monies left over at the end of the fiscal year, the Director shall use discretion when purchasing needed items.

C. Selection of New Faculty

1. Procedures

- a. University Search Procedures are followed.
- b. Following approval of a search by the Associate Vice President for Student Affairs and the Provost, a Search Committee is appointed by the Director. The function of the Search Committee is to screen applicants and select qualified applicants to be interviewed by all Counseling Center faculty and staff.
- c. Faculty members interview applicants and recommend to the Associate Vice President for Student Affairs acceptable candidates. (No candidate will be recommended without a majority vote by the Counseling Center faculty).

D. Supplemental Activity Guidelines: Teaching, Private Practice, Consulting

1. Procedures for Determining Counseling Center Faculty Acceptance of On-Campus Teaching Assignments

- a. Counseling Center faculty overload responsibilities follow the policies and procedures outlined in the *Agreement*.
- b. If a teaching assignment is offered, the faculty member will inform the Director of the Counseling Center in advance of accepting the assignment.
- c. Teaching must not interfere with the Counseling Center faculty's normal duties and responsibilities.

2. Off-Campus Activities

Supplemental activities must not interfere with a Counseling Center faculty's normal duties and responsibilities. Counseling Center practice must be consistent with the current *Agreement* and CMU Conflict of Interest Policy.

3. Private Practice Guidelines

Counseling Center faculty who maintain a private practice must follow the current Counseling Center Private Practice Guidelines as stated in the Counseling Center Policies and Procedures Manual, relevant professional ethics and the CMU Conflict of Interest Policy.

4. Providing Assistance and Support to a University Office or Department

Occasionally there are unexpected or emergency situations in which Counseling Center faculty may be asked to assist another department (e.g., at the last minute a professor unexpectedly is unable to teach a class and a Counseling Center faculty is asked to teach it). Counseling Center faculty inform the Director of these requests who makes a recommendation to the Associate Vice President for Student Affairs who may or may not approve the request.

E. University Course Work

1. Approval by the Director is required before Counseling Center faculty may enroll in a university course scheduled during Counseling Center hours. This is not a routine event.
2. It is understood that using flexible time for taking an academic course requires the course to be relevant to the Counseling Center faculty Counseling Center work responsibilities.
3. Taking an academic course during Counseling Center hours must not reduce the counselors 65% direct service availability.

F. General Criteria and Standards for Reappointment, Tenure, and Promotion

1. Counseling Effectiveness

Competence in counseling is an absolute necessity for Counseling Center faculty; therefore, this area will receive the greatest weight in evaluating Counseling Center faculty for reappointment, tenure, and promotion. Due to the confidential nature of the counseling relationship, much of the judgment of counseling effectiveness must be inferred. Determination of counseling effectiveness should be interpreted with sufficient flexibility allowing for differences in theoretical orientation and style. Nevertheless, it is the responsibility of the applicant to provide evidence sufficient to the reviewer to demonstrate the quality of her/his counseling effectiveness. Counseling Center faculty must provide documentation that their professional license is current. Compliance with Counseling Center policy, procedures and practices is considered a component of Counseling Effectiveness. This includes being on time for work and consistent attendance.

Types of data used to document counseling effectiveness:

- a. Formal case presentations including videotapes or audiotapes of counseling interview(s).

- b. Client evaluations - using Counseling Center Evaluation, Client Satisfaction Questionnaire, client letters, or other counselor assessment tool.
- c. Peer review - information from co-facilitation of group or couples counseling, case-sharing, professional interaction, peer rating form, etc.
- d. Self-evaluation – Counseling Center faculty member completes self-evaluation for annual review that may include information about level of difficulty of client presenting concerns, fulfillment of contractual client contact hours, etc.
- e. Group evaluations - can include information from faculty member's group evaluation form, notes from verbal evaluation session.
- f. Continuous quality improvement / quality assurance information that is collected on all Counseling Center faculty.
- g. Other data (e.g., letters from residence hall directors, faculty, clients, etc.).
- h. Professional development experiences:
 - 1. Credentials added since counselor achieved present rank (i.e., certification, licensure).
 - 2. Attendance at professional conferences/workshops.
 - 3. Documented evidence of the development of expertise in a particular area relevant to counseling.
 - 4. Taking/teaching a class that is professionally relevant.
 - 5. Serving as a consultant to other counseling/psychology professionals.
 - 6. Supervising a practicum student or intern in the Counseling Center.
 - 7. Conducting professional in-service for Counseling Center faculty.

2. Scholarly and Creative Activity

Scholarly and/or creative activity is to be judged primarily on the basis of its quality. The Counseling Center has established the following levels to aid in the determination of the quality of various scholarly and creative activities. These levels are general and meant to serve as guidelines to comparable types of activities. They are not intended to be all-inclusive, nor do they imply that all activities within a given level are necessarily equal. Scholarly and creative activities must be related to the Counseling Center faculty's profession. Activities that involve meeting the needs of CMU students are strongly encouraged.

The Counseling Center faculty's portfolio must describe the quality and quantity of scholarly and creative activities completed. For example, quality may be

demonstrated by the selectivity of a publication as demonstrated by acceptance rate, blind peer review process, whether or not a national or regional journal, etc. Similarly, a professional presentation's quality is demonstrated by selectivity of the review process, prestige of the conference, etc. External to the Counseling Center review of scholarly and creative activities may also be used to demonstrate quality. The above discussion of quality is not intended to be exhaustive; rather it is intended to illustrate the way quality may be addressed in the Counseling Center faculty's portfolio.

The quality of Level 1 activities is greater than the quality of Level 2 activities. The quality of Level 2 activities is greater than Level 3 activities. Two (2) Level 3 activities are equivalent to one (1) Level 2 activity.

For co-authored work, presentation or any other scholarly and creative activities that are the result of a joint effort by a number of professionals, the applicant must provide a description of the nature of her / his contribution to the work. This description should be signed by the applicant and the co-contributors.

Types of data used to document the quality of Scholarly and Creative Activity include, but are not limited to, the following:

Level 1

- a. Author/co-author of an article in a blind peer reviewed or juried or refereed journal, professional print or electronic journal.
- b. Author or co-author of book or book chapter in professional area.
- c. Refereed or blind or peer reviewed or juried presentation at national or regional professional convention. The intent here is that the submitted presentation has been selected through an ethical and competitive review process.
- d. Recipient of an external grant in the amount of \$50,000 or more.
- e. Development of a university-wide program of a significant level with supporting documentation verifying the scope and importance of the program. Examples of such programs that have resulted from Counseling Center faculty include Academic Advising, Sexual Assault Peer Advocates, Drug and Alcohol Prevention Program, etc.
- f. Invited presentation to a national conference that is a substantial and meaningful professional contribution to the program and where selection of the faculty to make the presentation is based upon her / his professional expertise (e.g., keynote address, significant professional presentation of appropriate duration, etc.).

Level 2

- a. Implementation and evaluation of a structured group or workshop. Materials must be reviewed independently by at least three professionals at other institutions or agencies outside of CMU. Other CMU reviewers may also be included. As part of the review process, the faculty portfolio must include reviewer credentials and expertise as pertains to the project being reviewed along with the written evaluation by the reviewer.
- b. Recipient of an external grant in excess of \$5,000 and less than \$50,000.
- c. Development of materials to aid in counseling process (e.g., a videotape or computer program, manuals, multimedia products). Materials must be reviewed independently by at least three professionals at other institutions or agencies outside of CMU. Other CMU reviewers may also be included. As part of the review process, the faculty portfolio must include reviewer credentials and expertise as pertains to the project being reviewed along with the written evaluation by the reviewer.
- d. Refereed or blind or peer reviewed or juried publication of a book review or newsletter article in a less selective or less prestigious professional publication.
- e. Refereed or blind or peer reviewed or juried presentation at a state or local conference deemed significant and appropriate to Level 2.
- f. Refereed or blind or peer reviewed or juried display, poster session or exhibition for national, state or regional juried show or competition (with supporting documentation).
- g. Applied and institutional research to enhance the effectiveness of the Counseling Center, the Office of the Associate Vice President for Student Affairs, or university that has not necessarily been published but is useful in program planning, evaluation of services, etc. This must be in the form of a written document (e.g., manual, research report).
- h. Invited presentation to a regional or state conference that is a substantial and meaningful professional contribution to the program and where selection of the faculty to make the presentation is based upon her / his professional expertise (e.g., keynote address, significant professional presentation of appropriate duration, etc.).

Level 3

- a. Author / co-author of an article, book review or newsletter article in a non-refereed publication deemed significant and appropriate to Level 3.
- b. Non-refereed presentation or poster session at a national, state or local conference deemed significant and appropriate to Level 3.
- c. Recipient of an external grant in excess of \$500 and less than \$5,000.

3. Service

University service includes service to the Counseling Center, the Office of the Associate Vice President for Student Affairs, and the university, and may be supplemented with public service to the community. To count as service Counseling Center faculty must document active participation in the service activity noted. Active participation includes attending meetings, making a significant contribution to the outcome of the service activity, etc. The Counseling Center faculty's portfolio must demonstrate active participation in each activity indicated.

The types of activities to document university service include and are not limited to:

- a. Chair, Academic Senate or other university committee
- b. Officer in Academic Senate
- c. Officer in the Faculty Association
- d. Director, Counseling Center
- e. Associate Director, Counseling Center
- f. Assistant Director, Counseling Center
- g. Chair, Counseling Center committee
- h. Member, Academic Senate or Academic Senate committee
- i. Member, Faculty Association Board or committee
- j. Member, university committee, task force, or advisory group
- k. Minority mentor

- l. Advisor (active) for campus group and/or student organization
- m. Volunteer advisor for freshman advising
- n. Board member (unpaid) of a community agency or organization
- o. Volunteer unpaid professional consultation or counseling services to individuals or organization inside or outside of university community
- p. Leadership position for a recognized community/state/regional organization
- q. Involvement in project to aid Counseling Center (judged by faculty to have significant importance) or aid the university.

Examples of this include:

Conducting the Counseling Center evaluation

Revising the bylaws of the Counseling Center

Writing a policy or devising a procedure

Compiling outreach and/or service statistics

- r. Presentation to community organization
- s. Conducting outreach program for residence hall or other student group
- t. Counseling Center committee membership
- u. Guest speaker for class
- v. Program development
- w. Active member of community organization or volunteer
- x. Volunteer / unpaid / counseling / consultation in the community
- y. Counseling Center liaison, consultation, presentation for CMU faculty, staff or students
- z. Leadership role in professionally relevant group/organization
- aa. Other volunteer and community service

G. Specific Reappointment Criteria and Standards

The previous section describes the general criteria/standards by which faculty members are evaluated. This section describes how those general criteria are specifically applied to the reappointment process. Reappointment and recommendation decisions are provided to the Director by the Personnel Committee.

The Counseling Center member must provide documentation in the form of a portfolio that supports satisfactory progress in each of the three areas. The bases for judgment for reappointment are (a) the competence and promise of the Counseling Center faculty and (b) the future needs of the University. Competence includes demonstrated achievement in the areas of evaluation. Promise includes an evaluation, based upon performance up to the present time, as to the Counseling Center faculty's potential for growth and development, and a judgment as to whether the Counseling Center faculty will contribute to the goals and objectives established by the Counseling Center.

Listed below are the criteria/standards to be used. Candidates are required to meet these criteria/standards, are encouraged to exceed them, and to submit additional documentation as appropriate.

1. Counseling Effectiveness

The Counseling Center faculty must annually document counseling effectiveness for reappointment using at least four of the methods specified in G.1. including doing a formal case presentation. This must include a videotape or audiotape portion at least twice during the period prior to a tenure decision, one of which must be completed during the Counseling Center faculty's first year of service. If continuous quality improvement and Counseling Center evaluation data are available they must be included in the counseling effectiveness data presented.

2. Scholarly and Creative Activity

It is recognized that the process resulting in scholarly and creative activity is a lengthy and involved one. Demonstrated progress towards achievement in scholarly and creative activity is required.

3. Service

It is expected that Counseling Center faculty are active participants in areas of service as discussed previously in section F.3.

H. Tenure Criteria and Standards

The criteria for tenure include demonstrated achievements in each of the three areas. The criteria must be met by the Counseling Center faculty during the time prior to a tenure recommendation. The bases for judgment for tenure are (a) the competence and

promise of the Counseling Center faculty and (b) the future needs of the university. Competence includes demonstrated achievement in the areas of evaluation. Promise includes an evaluation, based upon performance up to the present time, as to the Counseling Center faculty potential for growth and development, and a judgment as to whether the Counseling Center faculty will contribute to the goals and objectives established by the Counseling Center.

1. Counseling Effectiveness

The Counseling Center faculty must document counseling effectiveness for tenure using cumulatively, over time, at least five of the methods specified in G.1. This includes the formal case presentations, all continuous quality improvement / quality assurance data, and all Counseling Center evaluation data that have been gathered during the Counseling Center faculty's employment at the Counseling Center. Data representing at least 10 clients a year in the years prior to a tenure recommendation, and general information about the types of clients and amount of client contact must be included. Additional documentation is welcomed.

2. Scholarly and Creative Activity

Achievements must be judged in terms of: 1) quantity and 2) quality as defined in section II.F.2 of this document. The minimum number of achievements required for a positive tenure recommendation can be fulfilled by one of the following options. For a positive tenure recommendation all options must include at least one (1) Level 1 publication or presentation.

- a. Three achievements from Level 1 or
- b. Two achievements from Level 1 and two achievements from Level 2 or
- c. One achievement from Level 1 and four achievements from Level 2

Note: For Scholarly and Creative Activity 2 Level 3s = 1 Level 2

3. Service

The Counseling Center faculty must present evidence of a significant level of involvement in service. It is expected that Counseling Center faculty be active participants in areas of university service as discussed previously in section II.F.3. At least five unique activities is the minimum to receive a positive recommendation for tenure. One of these activities must be membership in a university-wide or Academic Senate committee.

I. Promotion Criteria

1. The basis for judgment for promotion is demonstrated professional achievements of the Counseling Center faculty in the three areas of evaluation.

2. For all promotions (assistant professor to associate professor, associate professor to professor, and professor salary adjustments), the Counseling Center faculty must document counseling effectiveness, service, and involvement in scholarly and creative activities in a manner consistent with tenure criteria. The standards for all promotions are consistent with the criteria for granting tenure (absent the “promise” component) with an additional achievement from Level 1 or 2 required. Additionally, one of the achievements for all promotions must include being author or co-author of a refereed journal article, book chapter or book.
3. As a point of clarification, the formal case presentation requirement for all promotions is one formal case presentation since tenure or the last promotion. The formal case presentation may be audio or videotaped, however this is not required. As with meeting tenure criteria, all continuous quality improvement / quality assurance data and all Counseling Center evaluations available since tenure or the last promotion must be included in the portfolio of the applicant for promotion.

J. Reappointment, Tenure and Promotion Procedures

1. General Considerations

Counseling Center faculty recognize the seriousness of all personnel decisions, to the individual faculty member, other Counseling Center faculty, and the university community. Tenure, reappointment, and promotion procedures are intended to protect the individual from capricious and discriminatory decisions, while protecting the Counseling Center and university as a whole by helping ensure only qualified Counseling Center faculty are reappointed, granted tenure, or promoted.

These procedures place major responsibility on individual Counseling Center faculty to develop a portfolio which accurately reflects the quality of their work and achievements, to obtain feedback about their performance, and to otherwise work towards meeting the performance criteria/standards outlined in this document.

These procedures also place responsibility on all regular Counseling Center faculty to provide open and honest feedback and unbiased evaluation in both formal and informal settings.

For all personnel matters the Counseling Center faculty is responsible for providing the information needed by others in making a recommendation on the application. Tenure, reappointment, and promotion recommendations follow the policies and procedures specified in the *Agreement*.

Counseling Center faculty currently or previously related by family or marriage, or who have or have had a relationship which would make it impossible to make an unbiased recommendation, shall not be involved in personnel discussions or recommendations affecting the Counseling Center faculty member.

2. Procedural Protections

Counseling Center faculty recognize that their departmental colleagues are in the best position to arrive at specific criteria/standards to be used in personnel recommendations, and to judge whether one has achieved these criteria/standards. This general principle for peer review is incorporated in the *Agreement*. In addition, various procedural protections are included in the *Agreement* to ensure due process in these personnel matters.

a. Counseling Center Level

- 1) Before their use, processes and criteria/standards used at the Counseling Center level must be circulated to affected faculty members.
- 2) Recommendations must be made in conformity with the criteria and procedures established in the Department Procedures, Criteria, Standards, and Bylaws and the *Agreement*.
- 3) The Counseling Center Director shall make an independent judgment and recommendation, and that recommendation must be shared with the applicant.
- 4) See the *Agreement* for procedures to follow when the Counseling Center faculty do not recommend an applicant for tenure, reappointment, or promotion.
- 5) All continuous quality improvement, quality assurance, Counseling Center evaluation data and other student data used in personnel decisions must be shared with the applicant in a timely manner, and the applicant must be provided an opportunity to address such comments before the recommendation is made.

3. Disputes

Disputes regarding personnel recommendations may be resolved through the procedures specified in the *Agreement*.

K. Voting for Personnel Decisions/Recommendations

Personnel recommendations will be made by the Counseling Center tenured and tenure-track faculty as a whole to the Associate Vice President for Student Affairs.

Eligibility will vary with the category of personnel matter under consideration as follows:

1. One may not vote on a personnel matter involving oneself.
2. Reappointment recommendations will be voted upon by tenured or tenure-track Counseling Center faculty who have completed at least two years of service as a regular CMU Counseling Center faculty.
3. Tenure recommendations will be voted upon by Counseling Center tenured and tenure-track faculty who are tenured, or to whom a tenure commitment has been made (i.e., tenure has been approved by the Board of Trustees).
4. Promotion recommendations will be voted upon by tenured and tenure-track Counseling Center faculty at or above the rank for which application is being considered.
5. If based on the above criteria no Counseling Center tenured and tenure-track faculty is eligible to vote on a personnel recommendation, a recommendation by Counseling Center tenured and tenure-track faculty, excluding the applicant, will be made to the Associate Vice President for Student Affairs.

L. Procedures for Personnel Decisions/Recommendations

The procedures to be followed in any personnel matter during a meeting of the Personnel Committee shall be:

1. The individual under consideration will be offered the opportunity to make a presentation to all faculty and staff counselors. The applicant then leaves the meeting.
2. Remaining Counseling Center faculty and staff counselors discuss the applicant's request. Non-voting faculty and staff counselors provide input for the particular personnel recommendation then leave the meeting.
3. Voting Counseling Center tenured and tenure-track faculty discuss the applicant's request, and then vote on the request.
4. All votes will be conducted by secret ballot.
5. Absentee ballots should be given to the Director prior to the meeting.
6. The resulting recommendation is communicated immediately to the voting tenured and tenure-track Counseling Center faculty and if positive to the applicant as soon as possible following the meeting. Written feedback is to follow shortly thereafter. Negative reappointment, tenure and promotion recommendations follow the procedures outlined in the *Agreement*.

M. Portfolio

The importance of Counseling Center tenured and tenure-track faculty preparing a comprehensive portfolio documenting the categories mentioned above cannot be overemphasized. The strength of an applicant's case rests primarily with the development of a comprehensive and thorough portfolio which demonstrates the quality and quantity of one's work in all criteria reviewed. In constructing their portfolio Counseling Center tenured and tenure-track faculty are urged to attend closely to documentation of counseling effectiveness, scholarly and creative activity and university service, including additional available objective data as appropriate in support of their application. The materials will be placed on file available to all Counseling Center faculty and staff. The Personnel Committee and Director will use the information in the applicant's portfolio as the foundation for their recommendation to the Associate Vice President for Student Affairs.

N. Guidelines and Procedures for Fixed-Term Counseling Center Faculty

1. Fixed-Term - Any Counseling Center faculty appointment up to and including full time and not tenured or tenure-track appointment.

2. Duration of Fixed-Term Position

The Counseling Center must comply with current University policies regarding fixed-term faculty.

3. Requirements for Entry-Level Employment

- a. A minimum of a master's degree in counseling, marriage and family therapy, psychology, social work or related area. Having a full professional license is preferred. Professionals with a limited license working in a timely manner to full licensure will be considered.
- b. Experience in personal counseling

4. Specific Performance Evaluation Criteria/Standards for Fixed-Term Faculty

According to CMU policies, the Director is the supervisor of fixed-term Counseling Center faculty. Fixed-term Counseling Center faculty must demonstrate competency in counseling effectiveness and maintain a folder / portfolio with counseling effectiveness documentation which includes the Counseling Center evaluation client satisfaction questionnaire, all available continuous quality improvement / quality assurance data, license documentation and professional development achievements. Other data may be included.

Listed below are the minimum criteria/standards to be used for consideration for reappointment of fixed-term faculty.

- a. Counseling Effectiveness - This area is the most important criteria for evaluation. Fixed-term faculty candidates for appointment or reappointment must do a case presentation at least once each year. Two case presentation options are possible: 1) The case presentation could be a formally scheduled presentation that may include a videotape or audiotape portion. 2) The case presentation may occur informally during weekly case consultation meetings. The first case presentation should be made within 8 weeks from the date of one's initial appointment at the Counseling Center. Client evaluations must be gathered and the outcome of these evaluations and other quality assurance data provided to the Director at the end of each semester. Compliance with Counseling Center policy, procedures, and practices is considered a component of counseling effectiveness. This includes being on time for work and consistent attendance.
- b. Active participation – Active participation in case consultation and professional development activities is expected.
- c. Performance review conversation – The Director and Counseling Center fixed-term faculty periodically and at least annually have performance review and professional development conversations. The purpose of these conversations is to provide support and assistance to the Counseling Center fixed-term faculty in their professional development and provide corrective performance feedback when necessary.
- d. Audio or videotaping of client sessions may be required when supervision for one's professional license is provided by Counseling Center faculty.

5. Counseling Center Activities for Fixed-Term Faculty

The primary work activity of Counseling Center fixed-term faculty is direct service to students (65% of time) which may be supplemented by voluntary university / Counseling Center service and/or outreach with approval of the Director. Counseling Center fixed-term faculty are not expected to engage in scholarly and creative activities. Fixed-term faculty provide on-call services during the academic year.

O. Leaves of Absence

See the *Agreement* for information regarding various leaves of absence available to Counseling Center regular faculty including court-required service, Family and Medical Leave Act, funeral, maternity, medical condition following leave, military, necessity, sabbatical, sick, supplemental assignments without salary, and workers' compensation.

1. Sabbatical Leave

- a. Policy Statement - The Central Michigan University Sabbatical Leave Administrative Rules and Procedures has, as its central focus, a planned pattern of investment in the future for both the individual and the university. The university provides a financial investment while the individual makes an investment of time and talent in a search of new knowledge. This dual investment should result in the creation of new knowledge, improved counseling and/or teaching competency, and/or enriched programs for students who attend this institution.
- b. Purposes - The primary purposes for which a sabbatical leave is granted are to provide members of the tenured faculty with opportunities to:
 - 1) Improve and strengthen their counseling/teaching.
 - 2) Engage in research and/or professional writing for intended publication in the applicant's area of expertise.
 - 3) Perform scholarly or professional services at the local, state, national, or international level.
 - 4) Engage in other creative or scholarly activities.
 - 5) Engage in intellectual and professional development activities that will benefit the Counseling Center faculty and the university.
- c. Policy and Procedure
 - 1) See current *Agreement* and Sabbatical Leave Administrative Rules and Procedures for further information about sabbatical and other leaves available to Counseling Center regular faculty.

2. Unpaid Leaves of Absence

- a. Policy - Leaves of absence (full or part-time) may be granted to Counseling Center regular faculty for a one year (two semesters) length of time with the option of applying for extensions. It is required that not more than two Counseling Center faculty be on part-time, full-time or sabbatical leaves, or a combination of those leaves during the same semester. The Counseling Center faculty approved for a leave shares her/his office with her/his part-time temporary replacement, if any. A Counseling Center faculty on part-time leave carries proportionally the normal direct service, on-call and other responsibilities of full-time Counseling Center faculty.

- b. Procedure - The request for a part-time leave, specifying inclusive dates of the leave, shall be submitted in a letter to the Director. The Director will present the request to the Personnel Committee who will make a recommendation to the Associate Vice President for Student Affairs. Requests for and/or extensions of half-time leaves shall be made by March 1 prior to a fall semester leave and by October 1 for a spring semester leave. When more than two Counseling Center faculty request leaves of absence and/or sabbatical leaves, an eligibility list will be followed based on rotation. Seniority will dictate the original list. Once a Counseling Center faculty has used a leave, including sabbatical, he/she is placed on the bottom of the eligibility list.
- c. Generally, affirmative decisions are predicated on funds being available and used to replace the faculty member.
- d. Exceptions to the rules above may be granted by the Counseling Center faculty.

P. Counseling Center Procedures, Criteria/Standards, and Bylaws shall be reviewed in accordance with the current *Agreement*.

Q. Procedures for Revising or Changing Bylaws - See introduction.

R. Layoff of Counseling Center Faculty

In the event of a layoff, the Counseling Center will follow procedures consistent with the current *Agreement* and recommendations will be based upon length of service (seniority).