

**DEPARTMENT OF EDUCATIONAL LEADERSHIP
PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS**

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[Prepared by Faculty Personnel Services]

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PREAMBLE

This document contains the recommending and decision making structure, the operating procedures, the evaluation criteria, standards, and the bylaws necessary to conduct departmental business in as fair and equitable manner as is possible. These statements of the rights and responsibilities of department members are intended to allow for the fullest participation in each of the processes by which recommendations and decisions that affect each member of the department individually, and the department as a whole, are made.

These bylaws were developed by faculty involvement via a series of meetings and discussions and can be amended by the decision making procedures outlined within this document. If any provision in these Procedures, Criteria, Standards, and Bylaws is inconsistent with provisions in the CMU/FA Agreement, university policy, state or federal law or regulations, or any accreditation or certification standards, such inconsistent provision shall be null and void.

DEPARTMENT OF EDUCATIONAL LEADERSHIP

I. DEPARTMENT MEETINGS, VOTING, COMMITTEES, AND DECISION MAKING

A. DEPARTMENT MEETINGS

1. REGULAR MEETINGS

- a. Regular department meetings are to be scheduled a minimum of once a month during the academic year. As meetings may be necessary during the summer, faculty will be invited and apprised of the purpose of the meeting. Should a departmental decision be necessary, the stipulations of voting (see below) will apply.
- b. Responsibility for scheduling and canceling regular department meetings rests with the Department Chairperson.
- c. Department meetings will be chaired by the Department Chairperson. In the absence of the Chairperson, the meeting will be chaired by a faculty member designated by the Chairperson.
- d. For purposes of determining a quorum, faculty on leave are not counted unless in attendance. A quorum is two-thirds of the voting faculty. Electronic attendance is permissible.

2. SPECIAL MEETINGS

- a. Special department meetings may be called by the Department Chairperson at any time he or she believes departmental business warrants.
- b. Special meetings must be called by the Department Chairperson when two or more members, concerned with a particular issue, request, in writing, a special meeting. The scheduling of such meetings will be no later than two weeks from the date of request.
- c. Notification of the special meeting must include the specific issue(s) to be addressed.

3. NOTIFICATION OF MEETINGS

- a. Regular meetings will be scheduled in advance for each semester and the schedule provided to each member before the first day of classes for that semester.
- b. Department members will be notified at least 24 hours prior to a special meeting.

4. AGENDA

- a. The agenda for an upcoming department meeting and the minutes of the previous department meeting will be distributed to each department member at least 24 hours prior to the meeting.
- b. Responsibility for preparing and distributing the agenda is coordinated with the Department Chairperson.
- c. Agenda items for a regularly scheduled meeting must be submitted to the Department Chairperson at least seven calendar days before a scheduled meeting.

Reports of committees and program coordinators will automatically become agenda items for each regularly scheduled departmental meeting.

- d. Department members may set aside (or add items to) the agenda if the majority of the members present agree to do so.
- e. The Department Chairperson is responsible for seeing that minutes are taken at departmental meetings.

5. ATTENDANCE

Faculty attendance at departmental meetings is expected unless the faculty member is on leave or has notified the Department Chairperson of an inability to attend.

B. VOTING

1. Voting Faculty in the Department of Educational Leadership (EDL) includes any person who holds tenured or tenure-track faculty rank in the department. Faculty rank includes Professor, Associate Professor, Assistant Professor, and Instructor.

2. PROCEDURES

- a. A quorum, two-thirds of all voting faculty members not on leave or on a non-teaching administrative assignment is required to conduct departmental business in a regularly scheduled or a special meeting.
- b. All Voting Faculty are eligible to vote on department business decisions such as committee charges and recommendations, budget issues, and actions, except where conflict of interest exists.
- c. As a general rule, decisions will be made consensually. When decisions require greater specificity (e.g., personnel decisions), *Robert's Rules of Order* will be used.
- d. Formal voting will be conducted following the introduction and discussion of an agenda item. The Department Chairperson will announce any restrictions on the voting membership specific to the agenda item and will ask for AYE, NO, and ABSTAIN votes. The Department Chairperson or designee will tally the votes as appropriate to the type of balloting issue.

3. SPECIFIC VOTING ISSUES

- a. All Voting Faculty are eligible to vote on departmental matters.
- b. All Voting Faculty are eligible to participate in and vote on reappointment, promotion, tenure, professor salary adjustment, and sabbatical leave applications.
- c. The Department Chairperson has the same vote as other faculty.
- d. Voting on all personnel matters shall be done by secret, written ballots.
- e. At the request of one or more faculty members, written ballots may be used to vote on any matter before the Department.
- f. A simple majority of those in attendance shall constitute approval of the issue under discussion (cf.I.A.1.d).
- g. Faculty members are not eligible to participate in matters of which they are the subject.

- h. A member of the Department who has a conflict of interest may not participate in deliberations or voting on that issue in any Department meeting or committee meeting within the Department.
 1. A conflict of interest exists when a faculty member has a relationship, position, or situation that would make it impossible to offer a fair or unbiased recommendation, vote, or decision upon a given issue. For example, a conflict of interest may involve a clear prospect of material advantage or when in a personnel matter a faculty member is currently or was previously related to an applicant by family or marriage or had a relationship with an applicant.
 2. If a member of the Department believes that a voting member has a conflict of interest, the member alleging the conflict shall ask the other member to withdraw from participation in deliberation and voting.
 3. If a member who is alleged to have a conflict does not withdraw upon request, then the issue shall be resolved at a hearing of the other voting members of the Department.
 - a. At this hearing, the burden of proof shall rest with the party alleging a conflict of interest.
 - b. Each party shall be given time to present his or her view. A majority vote shall then determine whether the member alleged to have a conflict shall be deemed to have such a conflict. Neither the member alleged to have a conflict nor the member alleging a conflict shall vote on whether a conflict exists.

C. COMMITTEES

1. Business will be discussed and action taken by the Department members acting as a committee of the whole.
2. The Department authorizes a Curriculum Committee as a standing committee. This group of faculty will meet periodically to review curriculum materials for content and format in advance of departmental consideration.
3. The Department authorizes a Global Studies Committee as a standing committee.

4. Ad hoc committees may be utilized at any time for gathering information or preparing recommendations.
5. Committee appointments and formation will be done by department action during a regular or special meeting.
6. The committees formed within the Department shall function using the charge determined by the Department according to defined decision-making procedures.

D. DECISION MAKING

1. As a rule, Department decisions and/or recommendations will be reached by consensus of faculty.
2. Consensus denotes approval by the consent of faculty.
3. In the event consensus is not reached, the Department will, by simple majority vote of a quorum of the faculty members, decide the issue.
4. Absent a quorum, the Department may discuss the matters before it, but no action may be taken.

II. DEPARTMENT CHAIRPERSON

Duties of the Department Chairperson shall be in concert with the expectations of the University. See “Duties of the Department Chairperson” available at <http://www.fps.cmich.edu/documents/chairduties.pdf>.

A. SELECTION

1. INTERNAL CANDIDATE

- a. A special department meeting shall be scheduled to consider nominations for Department Chairperson by notifying all department members of the meeting and the meeting’s purpose two weeks prior to the meeting date.
- b. Nominees will be provided an opportunity to present their qualifications to the department members in a subsequent department meeting.
- c. The Department shall select the person to be recommended for the Department Chairperson by secret ballot. The ballot will ask Voting Faculty to write the name of the candidate he or she recommends to serve as Department Chairperson. The ballot will

be given to each department member allowing at least seven business days for response. A majority vote of Voting Faculty will constitute the Department's recommendation.

- d. If no candidate receives a majority vote, a run-off election shall be held between the candidates receiving the two highest numbers of votes.
- e. In case of a tie vote, Voting Faculty will complete a ballot that asks members to indicate whom they recommend to be Department Chairperson and to indicate whether the candidates are acceptable or unacceptable. The individual with the greatest acceptability will be the Department's choice.
- f. The Department's recommendation for Chairperson will be forwarded to the Dean.
- g. The Department will recommend the length of the Department Chairperson's term of office by a simple majority vote of faculty members. The length of term may be from 1-5 years. In no case, however, may the recommended term be longer than five years.
- h. Elections for Department Chairperson will be conducted in January or as soon as possible thereafter, with the Chairperson assuming responsibilities on July 1st. Outgoing chairpersons are encouraged to meet with the chairperson-elect to assist with an orderly transition.

2. EXTERNAL CANDIDATE

At a regular or special faculty meeting, Department members will discuss procedures for selecting a Department Chairperson. University selection procedures will be followed, including the development of a position description.

B. REVIEW

1. The evaluation of the Department Chairperson will occur during each spring semester and will focus on the position expectations, as established for all department chairpersons by the University. The main components of the evaluation are designed to provide feedback to the Chairperson to affirm areas of strength and effective leadership and to identify areas of and suggestions for improvement.

A faculty member, chosen by the Department, will oversee the evaluation process distributing and collecting forms and collating feedback. A

summary report will be generated and the faculty member chosen to oversee the evaluation will distribute it to the Department for review within two weeks of its completion.

2. A copy of the summary report will be provided to the Dean of the College of Education and Human Services and to the Department Chairperson.

C. REMOVAL OF CHAIRPERSON FROM OFFICE

1. Any Voting Faculty may initiate proceedings to remove the Department Chairperson by delivering a written statement to the Department faculty that asserts the Chairperson is deficient or non-performing relating to her or his responsibilities as Department Chairperson.
2. The person or persons initiating proceedings may request a meeting with the Chairperson to mediate the situation.
3. If the matter is not resolved through informal means, a Department meeting will be held within a reasonable time, but with at least ten days notice. At this meeting the Department Chairperson, or a person selected by the Department Chairperson, will have opportunity to address the Department in writing and/or in person, to address the proposed grounds for removal.
4. Voting Faculty (other than the Department Chairperson) will then vote on a recommendation to remove the Chairperson.
5. If a simple majority of the faculty vote to remove the Department Chairperson, a recommendation of no confidence will be forwarded to the Dean, along with a statement identifying the areas in which the Department Chairperson was found to be deficient.

D. INTERIM SERVICE

In the event the Department Chairperson is unable to fulfill his or her duties, the Department will recommend to the Dean the name of a tenured/tenure-track faculty member to complete the unexpired term or extended absence.

III. SABBATICAL LEAVE

Persons applying for a sabbatical should follow the CMU/FA Agreement and the University Sabbatical Leave Rules and Procedures. Questions about deadlines and process should be directed to Faculty Personnel Services.

IV. LEAVE OF ABSENCE

Persons applying for a leave of absence should consult the CMU/FA Agreement.

V. TEACHING ASSIGNMENTS FOR PROFESSIONAL EDUCATION SERVICES (PROFED)

Teaching assignments for ProfEd will follow the current CMU/FA Agreement.

VI. WORKLOAD GUIDELINES

The workload of Department faculty members shall consist of both instructional and non-instructional responsibilities and follow the guidelines outlined in these bylaws and in the CMU/FA Agreement.

A. INSTRUCTIONAL WORKLOAD

A tenure or tenure-track faculty member's instructional workload shall consist of nine (9) credit hours per semester or the equivalent.

B. NON-INSTRUCTIONAL WORKLOAD

A faculty member is expected to participate in non-instructional responsibilities. Required non-instructional responsibilities include:

1. Faculty Office Hours: Each faculty member is required to maintain a minimum five (5) scheduled hours per week during the fall and spring semesters for consultation with students. Hours should be appropriate to meet students' needs and schedules.
2. Student Advisement: Each faculty member is required to provide advisees with guidance with their degree plans and with activities that lead toward matriculation.
3. Committee Work: Tenured and tenure-track faculty members are required to participate actively in committee work at the Department, College, or University levels.
4. Scholarly activities.
5. Alternate assignments may be made when course enrollments fall below college minimums or when other circumstances warrant.

VII. COURSE ASSIGNMENTS

Faculty members will be assigned courses by the Department Chairperson. Faculty do not have a right to teach a specific course or a claim to any particular day or time of instruction. Course assignment and scheduling will be based on the following determinations:

- Programmatic needs
- Student demand and expected enrollment
- The qualifications of the various faculty members relative to the courses they have requested
- Availability of classrooms and facilities
- Other Department and University functions
- Special requests

Any faculty member who feels the Department Chairperson has inappropriately assigned or scheduled her or his courses will attempt to resolve the matter first with the Department Chairperson.

VIII. MINIMUM CLASS SIZE AND REASSIGNMENT OF RESPONSIBILITIES

When an assigned course has fewer students enrolled than required by existing college guidelines, the Department Chairperson, in consultation with the affected faculty member and approval of the Dean, may cancel the course and reassign the faculty member to an alternative assignment (for example, a different course, a research project, or a service project) that meets the needs of the Department or College or the University and the professional responsibilities of the faculty member.

IX. REAPPOINTMENT, TENURE, AND PROMOTION

To assist the Department with recommendations for reappointment, tenure, promotion, and professor salary adjustment, faculty members must provide portfolios with multiple evidentiary items and a narrative explaining the extent to which the evidence meets the criteria and standards for the personnel action for which application is made. The Department may consider other quality indicators in each area of performance. Faculty members should demonstrate how these indicators meet the criteria.

A. REAPPOINTMENT

1. Upon notification of the status of a faculty member from the Provost's Office, the Department shall ascertain whether the candidate has met the Department's established guidelines. Following Department discussion and a vote by faculty at a regular or at a special meeting, the Department Chairperson will collate the comments and bring the Reappointment, Promotion, and Tenure form back to the Department for review no later than the next meeting.
2. Results of the Department's reappointment recommendation and rationale including the Reappointment, Promotion, and Tenure form and the applicant's portfolio will be forwarded to the Dean with the Department Chairperson's recommendation to be included. A copy of the Department's and Chairperson's recommendations and rationale will be provided to the faculty applicant, according to the provisions of Article 14 of the CMU/FA Agreement.

B. PROMOTION AND PROFESSOR SALARY ADJUSTMENT

1. Faculty are required to submit a list of five possible external reviewers of their credentials for promotion to Professor or for a Professor Salary Adjustment. These individuals should be faculty members at other universities in a similar department or knowledgeable about the field in which the faculty member produces his or her scholarship. They should not be individuals with whom the faculty member has conducted or published research within the time period being reviewed. The Department Chairperson or Personnel Review Committee will contact and identify two faculty members from the list who are willing to serve as external reviewers. The Department Chairperson or Personnel Review Committee will provide the reviewers with a list of questions to answer that address the relevant sections from these bylaws and the CMU/FA Agreement to guide the external reviewer in making his or her evaluation regarding the faculty applicant's scholarly and creative work. The external reviews will be used as one piece of evidence supporting the quality of the scholarly work. All applications will be reviewed holistically.
2. Upon notification that a faculty member chooses to be considered for promotion or professor salary adjustment, the Department shall ascertain whether the candidate has met the established contractual and departmental standards. Following the discussion by the Department and a vote at a regular or at a special meeting, the Department Chairperson will collate the comments and bring the promotion or professor salary

adjustment recommendation form back to the department for review no later than the next meeting.

3. Results of the Department's promotion or professor salary adjustment recommendation and rationale (including the Reappointment, Promotion, and Tenure (RPT) Form) will be forwarded to the Dean and to the individual, according to the provisions of Article 14 of the CMU/FA Agreement.

C. TENURE

Tenure is perceived as an individual and University commitment to secure the tenets of responsible academic freedom. With the granting of tenure, the University provides stability and makes a commitment to support the tenured person so that performance and promise can be demonstrated. Tenure speaks to an individual's achievements during a period of probation and promise of continued achievement and fit.

Upon notification that a faculty member chooses to be considered for tenure, the Department shall ascertain whether the candidate has met contractual criteria and the Department's standards. Following the discussion by the Department and a vote by all eligible members at a regular or special meeting, the Department Chairperson will collate the comments and bring the Reappointment, Promotion, and Tenure forms back to the Department for review no later than the next meeting.

Results of the Department's tenure recommendation and rationale (including the Reappointment, Promotion, and Tenure Form) will be forwarded to the Dean and to the individual, according to the provisions of Article 14 of the CMU/FA Agreement.

D. CALENDAR FOR PERSONNEL DECISIONS

To be considered for tenure, an individual must initiate a request for consideration. All materials shall be submitted in accordance with the schedule as determined by the CMU/FA Agreement.

E. EARLY CONSIDERATION FOR PERSONNEL DECISIONS

Refer to the CMU/FA Agreement: Tenure and Promotion Policies.

F. CRITERIA FOR TEACHING

Since the College of Education and Human Services, as well as Central Michigan University, is dedicated to a tradition of excellence, teaching effectiveness is a primary emphasis and, therefore, teaching shall be authenticated and supported

through multiple evidentiary documents. Teaching is understood to refer to those activities of a faculty member that promote, facilitate, and encourage growth of students within the cognitive and affective domains.

To satisfy department requirements for acceptable teaching effectiveness, a faculty member must meet performance expectations in the areas outlined below. It is the responsibility of the faculty member to offer an explicated narrative regarding the extent to which department expectations are met.

Quality achievement must be demonstrated in at least two areas for each year of employment. One required evidence is submission of student course evaluations to be judged with a holistic view of overall teaching effectiveness in comparison to similar courses within the college and university. Other areas may be selected by the faculty member from the list below:

- Evaluation of teaching by FaCIT, including evidence of action taken to improve areas noted in the evaluation
- Peer review of teaching
- Teaching award (from CMU or professional organization)
- Substantial revisions to all courses regularly taught
- Course origination/development that results in the course being approved through the University curricular process
- Documented utilization of best practice
- The promotion of diversity education
- Supervision of student research
- Other examples might include student work products, evidence of progression in teaching, workshop attendance, and key course assignments with rubrics with assessments.

G. CRITERIA FOR SCHOLARLY AND CREATIVE ACTIVITIES

One of Central Michigan University's important goals is to increase the University's contributions to disciplinary knowledge, consistent with that of a Research University, and to the application of that knowledge. Scholarly and creative activity is exemplified by publications in refereed and recognized journals, reports of research, and presentations at meetings of professional organizations. Professional journals are those recognized in the discipline to be of significant acclaim and/or scholarly merit.

Quality achievement must be demonstrated in at least two areas for each year of employment since the initial appointment or the last review for promotion or tenure. One required evidence is publications (see list below). Thus, a faculty member applying for tenure or promotion from Assistant to Associate Professor must have at least five publications and five other scholarly activities. A faculty member applying for promotion from Associate to Full Professor must have at least four publications and four other scholarly and creative activities. A faculty member applying for Professor Salary Adjustment must have at least four publications and four other scholarly activities. Other areas may be selected by the faculty member from the list below. It is the responsibility of the faculty member to offer an explicated narrative regarding the extent to which department expectations are met. (Faculty are required to submit evidence of quality such as acceptance rates for journals and conference presentations, and the degree of participation in multiple-participant articles and presentations.)

Publications:

- Scholarly book (primary authorship; role to be specified in books of multiple authorship)
- Monograph
- Edited book
- Edited Journal
- Book chapter
- National/international refereed or recognized publication
- State/regional refereed or recognized publication

Presentations:

- National/international professional meeting
- State/regional professional meeting
- Scholarly workshop seminar

Submitting and Obtaining Grants:

- Grant project director or principal investigator
- Research participant on grant
- External grant award
- Internal grant award

Other:

- Three professional article reviews
- Professional book review

H. CRITERIA FOR UNIVERSITY, PUBLIC, AND PROFESSIONAL SERVICE

Service is a crucial component of Central Michigan University's mission and a key ingredient for the outreach of departments and the College. University, public and professional service is understood to refer to those activities of the faculty member whereby he or she contributes expertise, time, and energy as an appointed or elected individual or volunteer to the professional community.

The standard for service is met by active engagement/achievement on various committees and with appropriate organizations. To meet department requirements for acceptable service activity, a faculty member must demonstrate that he or she has made a substantial contribution to the work of the committee and/or organization. Mere attendance is not to be regarded as fulfilling the service standard. It is the responsibility of the faculty member to offer an explicated narrative regarding the extent to which department expectations are met.

Quality achievement must be demonstrated in at least two areas for each year of employment. One required area is active participation in a committee at the department, college, university or professional organization level; the other is the choice of the faculty member.

- Discussant at a professional meeting
- Elected or appointed service on an editorial board
- External evaluator of scholar project or program
- External review of scholarly activity within discipline
- Service award recipient
- Consultant (to a departmentally related organization)
- Active participation in community organizations related to educational and university interests
- Program promotion
- Active participation in field-based school-university projects
- Mentoring professionals in the field

X. REDUCTION OF FACULTY

The procedures for reduction of tenured and tenure-track faculty shall follow the procedures in the CMU/FA Agreement.

XI. APPEAL PROCEDURE

The following steps shall be taken by any individual appealing a departmental recommendation regarding reappointment, tenure, promotion, or professor supplement.

- A. A person who receives a negative Department recommendation for reappointment, tenure, promotion, or professor supplement may present a written appeal to the Department Chairperson. The Department Chairperson will call a special meeting wherein the bargaining unit member shall have an opportunity to address the Department and answer any questions. A majority vote of eligible faculty, taken by secret ballot, shall affirm or reverse the decision of the Department. The result will be provided to the person who made application, announced to the Department, and provided to the Dean. This process will take place in a timely manner and in compliance with University guidelines and the CMU/FA Agreement.
- B. Further reappointment, tenure, and promotion appeal shall follow the processes outlined in the current CMU/FA Agreement before the grievance procedure specified in the CMU/FA Agreement is applicable.

XII. PROCEDURES FOR ESTABLISHING, REVISING, AND AMENDING PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

- A. A departmental member may propose changes or additions to the Bylaws. Written proposals must be submitted to the Department Chairperson, who will present all requests to the Department faculty in a regularly scheduled meeting.
- B. Proposed changes or additions to the Bylaws will require a two-thirds vote by eligible full-time faculty.