

**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 ADMINISTRATION  
AND COMMUNITY 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, and will be convened as needed during the summer months.
- 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 2/3 of the voting faculty.
- e. 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.

**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. **MEMBERSHIP:** Membership 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 (e.g., Senior Officer, etc.), is required to conduct departmental business in a regularly scheduled or a special meeting.
- b. All tenured or tenure-track EDL faculty members are eligible to vote on department business decisions such as committee charges and recommendations, budget issues, and actions that arise as a result of the department acting as a “committee of the whole,” except where conflict of interest exists.
- c. 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 (does not count) votes. The Department Chairperson or designee will tally the votes as appropriate to the type of balloting issue.

## **3. SPECIFIC VOTING ISSUES**

- a. Only tenured faculty are eligible to participate in and vote on tenure and sabbatical leave applications.
- b. Only tenured faculty who hold a professorial rank at or above the rank for which a promotion application is being made may participate in and are eligible to vote on that application.
- c. All tenured or tenure-track faculty are eligible to participate in and vote on reappointment recommendations.
- d. Except as indicated above, all tenured or tenure-track faculty are eligible to vote on departmental matters.
- e. Faculty members are not eligible to participate in matters of which they are the subject.
- f. Voting on all personnel matters shall be done by secret, written ballots.
- g. At the request of one or more faculty members, written ballots may be used to vote on any matter before the Department.

- h. A simple majority of those in attendance shall constitute approval of the issue under discussion (cf. I.A.1.d).
- i. The Department Chairperson has the same vote as other faculty.

**C. COMMITTEES**

- 1. Business will be discussed and action taken by the Department members acting as a committee of the whole.
- 2. Ad hoc committees may be utilized at any time for gathering information or preparing recommendations.
- 3. Committee appointments and formation will be done by department action during a regular or special meeting.
- 4. 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.

**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 eligible 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 eligible 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, with the Chairperson assuming responsibilities the following fall.

**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 presented to the Department for review.

2. Following departmental review (and possible revisions), 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 full-time 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 mediation, 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. Eligible 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.



### **III. SABBATICAL LEAVE**

Persons applying for a sabbatical should consult the CMU/FA Agreement and the University Sabbatical Leave Rules and Procedures.

### **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 faculty member's instructional workload is specified in the CMU/FA Agreement.

#### **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. Portfolio Review: Each faculty member is required to participate actively on committees that review student projects such as, but not limited to, admission and professional portfolios, field studies, and exit interviews.
5. Scholarly activities.
6. Alternate assignments may be made when course enrollments fall below college minimums.

## **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/his courses will attempt to resolve the matter first with the Department Chairperson. Failing that, he/she may seek a special meeting of the faculty to resolve the issue.

## **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 facilitate the Department with recommendations for reappointment, tenure, promotion, and professor supplement, 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.

### **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 transmittal forms 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, Tenure and Promotion (RTP) 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 SUPPLEMENT**

1. Upon notification that a faculty member chooses to be considered for promotion or professor supplement, 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 recommendation form back to the department for review no later than the next meeting.
2. Results of the Department's promotion or professor supplement recommendation and rationale (including the Reappointment, Tenure and Promotion (RTP) form) will be forwarded to the Dean and to the individual, according to the provisions of Article 14 of the CMU/FA Agreement.
3. Faculty are encouraged to consider an external review of their credentials for promotion to Professor or for a Professor Supplement by a faculty member at another university in a similar department. If this option is chosen, the contact and invitation should be made by the Department

Chairperson, who will include appropriate sections from these bylaws and the CMU/FA Agreement to guide the external reviewer.

If this option is chosen by the faculty applicant, s/he will submit a list to the Department Chairperson of individuals who might provide this review. The Chairperson will invite one of the individuals to serve as reviewer. The reviewer's comment will be shared with the department and the faculty applicant.

**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 transmittal 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, Tenure and Promotion (RTP) 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. 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 eventuates in the course being approved through the University curricular process
- ✍ Documented utilization of best practice

[Note: The Department may approve other indicators of teaching effectiveness not listed above. Faculty members should seek written Department approval before selecting such indicators.]

## **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). 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 encouraged to include 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
- ✍ Discussant at professional meeting

Submitting and Obtaining Grants:

- ✍ Competitive grant proposal authorship
- ✍ Grant project director or principal investigator
- ✍ Research participant on grant
- ✍ Significant external grant

Other:

- ✍ Elected or appointed service on editorial board
- ✍ External evaluator of scholarly project or program
- ✍ External reviewer of scholarly activity within discipline
- ✍ Three professional article reviews
- ✍ Professional book review

[Note: The Department may approve other evidence of scholarly activity not listed above. Faculty members should seek written Department approval before embarking on other areas of scholarship.]

## **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.

- ✍ Student research committee chairperson
- ✍ Student research committee member
- ✍ 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

[Note: The Department may approve other indicators of service not listed above. Faculty members should seek written Department approval before selecting such indicators.]

## **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 reappointment, tenure, promotion, or professor supplement recommendation may present a written appeal to the Department Chairperson. Within one week, the Department Chairperson will call a special meeting whereby 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. Before the vote is taken, the bargaining unit member shall have an opportunity to address the Department and answer any questions.
- 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 tenured or tenure-track departmental member may propose changes or additions to the Procedures, Criteria, Standards, and 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 Department Procedures, Criteria, Standards, and Bylaws will require a two-thirds vote by eligible full-time faculty with department rank (See I.B.1.)