

**DEPARTMENT OF ENTREPRENEURSHIP
DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS
(Official document prepared by Faculty Personnel Services)**

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DEPARTMENT OF ENTREPRENEURSHIP
Departmental Procedures, Criteria, Standards, and Bylaws

I. PREAMBLE

The Entrepreneurship Department of Central Michigan University (“the Department”) strives to be among the foremost organizations for facilitating entrepreneurial knowledge through research, teaching, and practice.

This coalition of academics and professionals will demonstrate, through action, the core principles of business creation, thereby increasing the potential for entrepreneurial growth and development through the sharing and development of knowledge across campus.

The Department’s mission is to support and embolden student success by instilling the skills, discipline, and perspective necessary for creating a business, running a business, or working within a business. In addition, the Department seeks to foster innovation, collaboration, and critical thinking in our students; to advance the body of knowledge in entrepreneurship and related disciplines; and to promote an entrepreneurial mindset across disciplines. This Department works in collaboration with the Entrepreneurship Institute to provide opportunities for student success.

These Department of Entrepreneurship Procedures, Criteria, Standards, and Bylaws (“Bylaws”) are hereby established to empower the department to succeed in this mission.

II. DEPARTMENT MEMBERSHIP

A. Definition of Faculty

1. Regular Faculty

“Regular Faculty” are defined as those faculty that hold tenured or tenure-track positions solely within the Department and those joint faculty who hold tenure or tenure-track positions within the Department and another department that have designated the Department of Entrepreneurship as their home department.

Regular Faculty are further defined by the University and their terms and conditions of employment are governed by the terms of a collective bargaining agreement between CMU and the Faculty Association (hereinafter “*CMU/FA Agreement*”).

2. Fixed-Term Faculty

“Fixed-Term Faculty” are defined as those faculty that hold non-tenure track positions solely within the Department and those joint faculty who hold non-tenure positions within the Department and another department that have designated the Department of Entrepreneurship as their home department or teach no fewer than two classes per semester within the Department of Entrepreneurship. Fixed-Term Faculty teaching fewer than two courses per semester within Entrepreneurship shall not have voting rights.

Fixed-Term Faculty are further defined by the University and their terms and conditions of employment are governed by the terms of a collective bargaining agreement between CMU and the Union of Teaching Faculty (UTF) (hereinafter “*CMU/UTF Agreement*”).

3. Joint Faculty

“Joint Faculty” appointments (i.e., appointments of Regular and Fixed-Term Faculty to the Department and another department simultaneously) are permitted within the Department. Faculty who hold joint appointments with Entrepreneurship designated as their home department are afforded the rights of other Department faculty of the same rank (i.e., Professor, Associate Professor, Assistant Professor) and status (i.e., Regular Faculty or Fixed-Term Faculty). Joint Faculty shall be evaluated for purposes of reappointment, promotion, tenure, and sabbatical in accordance with the University’s Joint Appointments Policy. Joint Faculty with appointments where a department other than Entrepreneurship is their home department shall be afforded voting privileges in all matters except those open to only to “Regular Faculty.”

4. Adjunct Faculty

Adjunct Faculty are defined by the University and their terms and conditions of employment are governed by the policies and procedures of the University which are currently detailed in the Provost’s *Adjunct Appointments Document* available through Faculty Personnel Services.

B. Voting Rights of the Faculty

1. General Business

For the purpose of conducting the routine business of the Department, exclusive of personnel actions, all members designated Regular Faculty and Fixed-Term Faculty (see Section II (A) above) are voting members. Each member of the Regular Faculty and Fixed-Term Faculty of the Department has one vote. In the event that the Entrepreneurship Institute Director is not a faculty member in the Department, the Entrepreneurship Institute Director shall have a non-voting advisory role in all discussions. In accordance with Robert’s Rules of Order, a motion passes if approved by a simple majority of those voting members.

2. Personnel Actions

For the purpose of voting to support or reject the recommendation of reappointment, tenure, promotion, or sabbatical leave, the voting members of the Faculty shall include all regular Faculty. Members seeking reappointment, tenure, promotion, or sabbatical leave shall be disqualified to vote on their own application. Furthermore, no vote shall be cast by a member having a conflict of interest as defined by the *Agreement*.

Members of the Faculty who are eligible to vote on a personnel action and who may be on leave at the time a personnel action is being considered retain their vote. Such members’ votes shall be accepted by the Chairperson of the Personnel Committee electronically or by

mail prior to the Faculty meeting to consider the personnel action and shall be added to the final vote tally by the Committee Chairperson. The Department shall make every reasonable effort to make application materials available to such members for their review.

III. DEPARTMENT CHAIRPERSON

A. General Description and Responsibilities of the Chairperson

The Chairperson is the chief administrative officer of the Department and serves as the primary representative of the Entrepreneurship Department to the University. Responsibilities and duties are assigned by the University and described in the CMU Duties of the Department Chairperson document.

Duties of the Chairperson include the direct supervision of fixed-term and adjunct faculty and of professional administrative and other staff of the Department. The Chairperson also has the responsibility to ensure timely actions of the Department. In addition, the Chairperson has a responsibility to work in collaboration with the Entrepreneurship Institute to support its activities and programs.

The Chairperson is a regular faculty member. In addition to any administrative duties, the Chairperson retains expectations for teaching, scholarship and creative activity, and service as defined in the *CMU/FA Agreement*.

In addition to the Department recommendation, the Chairperson also makes an independent judgment on all reappointment, tenure, promotion, and sabbatical recommendations.

B. Recommendation of Chairperson

When the office of the Chairperson becomes vacant or the term of a sitting Chairperson nears its end, the normal process for filling the vacancy follows.

1. Procedures for Appointing and Reappointing the Chairperson

No later than the end of the second week of the last semester of a sitting Chairperson's appointment, or where the Chairperson's term in office ends abruptly for any reason, the members of the Regular Faculty shall elect a Chairperson Search Committee to oversee the timely appointment of a Chairperson. The Search Committee shall consist of at least three and not more than five Regular Faculty members. If the Department has fewer than three Regular Faculty members, the Search Committee shall consist of all Department Regular Faculty members. The Dean may appoint an ex-officio member to the Search Committee. The Search Committee will meet with the faculty to prepare a recommendation to the Dean as to whether applications should be solicited from outside the Department, inside the Department, or both.

2. Recommendation from Within the Department

If the selection is to be made from within the Department, the Search Committee, by formal written notification, will solicit nominations for the Chairperson position from all regular faculty members of the Department. Nominations are subject to the consent of the candidate.

The Search Committee shall present a nominee or slate of nominees to the regular faculty for their consideration. Each candidate will have the opportunity to discuss at a meeting with the members of the Department his or her perception of Chairperson responsibilities, including departmental governance and leadership as outlined in the CMU Duties of the Department Chairperson document.

3. Selection from Outside the Department

If the selection of a Chairperson is to be made from outside the Department or from both inside and outside the Department, the CMU faculty search procedures will be followed.

4. Acceptability and Preference of Chairperson Candidates

After all Chairperson candidate discussion meetings have been completed, non-Chairperson candidate Department members will meet to discuss the Chairperson candidates and make a recommendation to the Dean.

Preference voting shall follow the procedures outlined in section VII(C). The evaluation procedures and recommendation to the Dean shall occur in an expeditious and timely manner.

C. Scheduling Duties of the Chairperson

The assignment of teaching schedules, advisement responsibilities, and committee/service responsibilities of faculty members shall be the charge of the Department Chairperson, in consultation with the affected faculty members.

The needs of the students and the key programs of study serve as first priority for course schedules and faculty teaching schedules. Faculty members will be asked to indicate their preferences for courses to teach and a teaching schedule. These preferences will be considered by the Department Chairperson. Both regular and fixed-term faculty desiring supplemental teaching assignments with Global Campus or during the summer must be faculty qualified according to current accreditation standards.

The assignment of classroom space shall be the responsibility of the Department Chairperson in conjunction with the Dean and the Registrar.

D. Assigning Office Space

After seeking input from faculty and staff and assessing the needs of the Department and the Institute, the assignment of office space shall be the joint responsibility of the Department Chairperson and the Director of the Institute. The availability of space within the Department and the College and programmatic needs shall take precedent when assigning office space. Any unresolvable conflicts between the Chairperson and the Entrepreneurship Institute Director shall be submitted for resolution to the Dean of the College of Business Administration.

E. Supervision and Evaluation of Fixed-Term and Adjunct Faculty

1. Supervision

The Chairperson shall be responsible for supervising all Fixed-Term and Adjunct Faculty who teach courses or mentor or advise students on behalf of the Department.

2. Annual Evaluation

The Chairperson shall conduct evaluations of all Fixed-Term faculty teaching Entrepreneurship classes in accordance with Article 11 of the *CMU/UTF Agreement*.

While Adjunct Faculty are not parties to the *CMU/UTF Agreement*, for the purpose of consistency, the Chairperson shall use the same criteria for evaluation of adjunct faculty as fixed-term faculty under the *CMU/UTF Agreement*.

F. Evaluation of the Chairperson

Each year, the Chairperson shall provide an opportunity for all Regular Faculty members of the Department to evaluate his or her performance using an instrument acceptable to the Personnel Committee or an ad hoc subcommittee appointed by the Personnel Committee. Quantitative and written comments that result from the evaluation will be reviewed by the Personnel Committee and the Chairperson. Results of the evaluation will be shared with the members of the Department and with the Dean of the College of Business Administration.

IV. FACULTY WORKLOAD AND REDUCED TEACHING LOADS

A. Standard Workload

The standard workload of regular faculty members of the Department shall consist of teaching, scholarly and creative activity, and service. The workload of other members of the department shall be consistent with their letter of appointment (and/or job description) and consistent with the *Agreement*. All faculty shall hold a minimum of 1 hour of office hours per three-credit hour course each week.

B. Reduced Teaching Loads

Reduced teaching loads will be considered for a substantial activity or grants that would benefit the department and its students vicariously through having one of its faculty being involved in the activity.

A faculty member desiring a reduced teaching load shall file a written request with the Department Chairperson and Dean as soon as practicable prior to the semester for which the reduced teaching load is being requested to begin.

The Department Chairperson shall review the application for reduced teaching load and will recommend to the Dean whether the merits of the activity warrant a reduced teaching load for the faculty member. The Department Chairperson shall make a recommendation based upon at least the following factors:

- a. An overall evaluation of the merits and promise of the proposed release activity
- b. If applicable, the extent to which the applicant has completed (or made substantial progress on) activities for which the applicant previously received a reduced teaching load
- c. The applicant's need for a reduced teaching load in order to complete the activity in a timely fashion
- d. The department's curricular needs for the year for which the reduced teaching load is requested
- e. Any other factors deemed relevant.

The Dean shall have sole discretion on approval or denial of requests for reduced teaching loads.

C. The Assignment of Instructional Workload

The Department Chairperson has the overall responsibility of assigning instructional workload. The Department Chairperson shall collaborate in this regard with individual faculty and with the Dean (where appropriate and/or required).

V. DEPARTMENT MEETINGS

The Chairperson shall establish a schedule for meetings of the Department during the fall and spring semesters of each academic year. Regularly scheduled meetings shall be held as needed but at least twice a semester. Reasonable notice of meetings shall be provided when possible. Unless otherwise stipulated herein, meetings shall be governed by Roberts Rules of Order.

A. Scheduling of Department Meetings

The Chairperson of the Department, or a person acting as his or her delegate, shall distribute a schedule of Department meetings to the members of the Department not later than one week following the beginning of each fall and spring semester of the academic calendar for that semester.

B. Procedures for Department Meetings

The Chairperson shall distribute the agenda for a scheduled Department meeting usually one week before the meeting is held. Any member of the Department may request that an item be placed on the agenda by communicating his or her desire to the Chairperson.

C. Establishing a Quorum

The Department shall require a majority of its members to be present in order to transact valid department business. In this way, the Department emphasizes the expectation that all members will adjust their schedules to make time for regular attendance at scheduled department meetings. For personnel issues a quorum is defined as two-thirds or more of the members eligible to cast a vote being physically present.

VI. COMMITTEES

All regular faculty are expected to satisfactorily carry out their fair share of committee work and other duties and responsibilities as needed.

A. Personnel Committee

1. Selection and Composition

The Personnel Committee shall be composed of all regular faculty members of the Department whose home department is the Department of Entrepreneurship. The Chairperson of the Committee shall be selected by the Committee. In the event that a Committee member's application is being considered by the Personnel Committee, that member shall be excluded during the Committee's deliberations.

2. Duties and Responsibilities

Duties of the Personnel Committee include but are not limited to the following:

- a. To recommend appointment, reappointment, tenure, promotion, professor salary adjustment, and retrenchment of regular faculty in accordance with department, college, and university procedures, criteria, and standards.
- b. To recommend sabbaticals and other leaves for regular faculty in accordance with department, college, and university procedures, criteria, and standards.
- c. To perform other personnel related duties as assigned.

B. Curriculum and Assessment Committee

1. Selection and Composition.

The Curriculum and Assessment Committee shall be composed of all Regular Faculty members of the Department and others upon invitation. Fixed-term faculty may also serve on the Curriculum and Assessment Committee with majority approval of the regular faculty;

however, in all instances a majority of the committee shall be composed of Regular Faculty members. The Chairperson of the Committee, who shall be a Regular Faculty member, shall be selected by the Committee. One Regular Faculty member of the Committee shall be designated as the Department's representative on the College Curriculum Committee.

2. Duties and Responsibilities.

The Curriculum and Assessment Committee shall oversee all matters relating to courses, concentrations, majors, and minors offered, or proposed to be offered by the Department. The committee shall also oversee the outcomes-assessment program of such educational programs using both indirect and direct measures for the assurance of learning outcomes. The committee shall establish the use of well-documented, systematic processes for determining and revising degree program learning goals; designing, delivering, and improving degree program curricula to achieve learning goals; and demonstrating that degree program learning goals have been met. Furthermore, the Committee shall participate in other curriculum and assessment matters relevant to the Department, the College of Business Administration, and the University as necessary.

C. Special Committees

Special Committees may be established to undertake specified tasks of an ongoing or temporary nature. These committees will be automatically dissolved upon completion of the assigned task. Creation of Special Committees and the charge to these committees may be done by the Department Chairperson or by a majority vote of the faculty members qualified to vote. The Chairperson of Special Committees shall be selected by the committee.

Special committees may consist of Department faculty and staff. These persons will be selected by volunteering or by appointment by the Chairperson.

VII. HIRING NEW FACULTY

A. Regular Faculty Appointments

With the approval of the Dean, the Department Chairperson shall initiate the process for forming a search committee. The Search Committee for the hiring a new Regular Faculty shall include at least three members of the Department's Personnel Committee and others who volunteer or are appointed by the Department Chairperson as needed. The Entrepreneurship Institute Director serves as a non-voting member of the search committee.

Duties of the search committee are as follows:

- a. Comply with the University's policies and procedures for recruiting and hiring Regular Faculty.
- b. Work with Faculty Personnel Services to create an advertising position announcement.
- c. Screen the files of the applicants, while making the files available to other members of the Department.

- d. Make a recommendation as to which candidates shall be brought to campus. Faculty will provide prompt feedback to the Chairperson to indicate any preferences for which candidates should be brought on campus for interviews.
- e. Assist the Chairperson in making arrangements for the candidates' visits.

After the on-campus interviews, the Department Chairperson shall provide an opportunity for feedback from all faculty and department stakeholders and shall call a special meeting as soon as possible—ideally within two days—subsequent to the completion of the final on-campus interview.

The Personnel Committee shall vote on candidates after careful consideration of the candidates' on-campus interviews. Votes on hiring recommendations are by secret ballot collected at the special meeting.

The Department Chairperson shall forward the faculty's recommendation to the Dean.

B. Acceptability

After all candidates have been interviewed, Department members will meet to discuss their credentials and share reasons for the candidates ranking so that there is a rich discussion regarding the candidate, enabling the group to consider the input of all faculty.

Subsequently, the regular faculty will vote to evaluate each candidate as either acceptable or unacceptable for hire. A simple majority for any candidate classifies the candidate as an acceptable faculty appointee.

C. Preference

If two or more candidates are considered acceptable, a preference vote must be taken. Regular faculty vote for one candidate among the acceptable candidates. Candidates will be ranked based on the number of preference votes each candidate receives. The candidate with the most votes will be considered the first preference candidate.

In the event that two candidates receive an equal number of preference votes, a revote is taken in which all other candidates are eliminated as options.

After the first preference candidate is determined, if two or more acceptable candidates remain, the same voting protocol that was utilized to determine the preferred candidate will be followed to determine the second, third, etc. preferred candidate.

The candidate with the highest ranking will be recommended to the Dean. The result of the Personnel Committee's vote serves as the Department's formal recommendation to the Dean. The voting procedures and recommendation to the Dean shall occur in an expeditious and timely manner.

VIII. PROCEDURES FOR REAPPOINTMENT, PROMOTION, AND TENURE

A. Eligibility

Reappointment, promotion, and tenure decisions shall be made in accordance with the provisions described in the current *CMU/FA Agreement*.

B. Procedure

1. Materials

Applicant faculty members must prepare and submit their application to the Personnel Committee according to the timetable in the *CMU/FA Agreement*. Applications must include the Applicant's *curriculum vitae* and a portfolio that includes a narrative of achievements and supporting documents. All materials contained within the application shall be cumulative since either (1) the initial appointment to the regular faculty for applications for reappointment or tenure or (2) the time of last promotion for applications for promotion

It is the responsibility of Applicants to prepare a clear, well-organized application portfolio, which must include all evidence that applicants request the reviewers to evaluate in support of their applications (see applicant's responsibilities in Article 14 of the *CMU/FA Agreement*).

2. Narrative

The narrative of an applicant's achievements must be well-written and thoughtful (for example, the applicant must explain any co-authorship of scholarly works and presentations and his or her contribution). The narrative must contain not only a recitation of the candidate's accomplishments, but also a statement explaining why those achievements are of sufficient quality to warrant a positive recommendation.

3. Review of Materials

Each member of the Personnel Committee will diligently and in timely fashion review the applicant's credentials and actively participate in a Committee discussion of whether or not to recommend the applicant for the personnel action sought.

4. Deliberation and Voting

Regular Faculty who are on leave of absence and who meet voting criteria are eligible to vote if they meet the other requirements under this section. There shall be no proxy or absentee ballots cast without permission of the Department Chairperson or the Personnel Committee. The vote shall be by secret ballot.

The department will have greater expectations of applications for each subsequent personnel decision. For example, applications for promotion to full professor shall receive greater scrutiny than applications for promotion to associate professor. To be

recommended for reappointment, promotion, or tenure, an applicant must receive an affirmative majority vote.

A report of the vote tally will be submitted to the Department Chairperson and to the applicant. After reporting to the applicant, the vote tally will be conveyed to the Department faculty and to the Dean.

The Department Chairperson is required to make an independent judgment and recommendation regarding a personnel decision. The Chairperson will submit the department recommendation and vote together with her or his recommendation to the Dean and the applicant in accordance with provisions in the *CMU/FA Agreement*.

C. Specific Criteria

1. Teaching

Teaching shall be assessed by evaluating evidence presented by the applicant that (1) students are receiving quality instruction of the appropriate rigor, (2) that student learning is occurring at the appropriate level, and (3) that the applicant is continuing to develop his or her skills in both content area and in the art of teaching.

In assessing an applicant's teaching, the Department shall look for evidence that the applicant's teaching has been of high quality over a continuous period during the time of probationary status and is of that high quality at the time of application for tenure. In assessing scholarly and creative activity, the Department shall apply more weight to the quality of an applicant's achievements than to the number of achievements, albeit recognizing that a certain minimum number of achievements is necessary for tenure. Put another way, although the applicant is responsible both for the quantity and for the quality of his or her achievements, quantity of scholarly and creative activity is a necessary, but not sufficient, standard for tenure in the Department.

The department recognizes that grade inflation is a problem that is endemic in higher education and that quality education demands responsible assessment of student learning to maintain rigor in the curriculum and higher-level learning for students. Therefore, all applicants must provide in their narrative a discussion of their SOS scores and course grade point averages for each course. All faculty must administer student opinion surveys for all courses each semester.

Supporting evidence of teaching effectiveness may include, but is not limited to, the following:

- a. Course syllabi
- b. Examples of quizzes, tests, and other assessment tools
- c. Assurance of learning activities and assessment results
- d. Student opinion survey results
- e. Class grade point averages

- f. A ratio of the cumulative “overall quality” score from student opinion surveys for classes taught during the application period over cumulative grade point average for the same timeframe (SOS/GPA)
- g. Individual written student comments from the end of semester evaluations
- h. CMU Faculty development or other educational programs attended or conducted
- i. Guest lecturing
- j. Pedagogical scholarship and presentations
- k. Content area scholarship and presentations
- l. Student letters or emails recognizing quality teaching
- m. Peer evaluation, based upon direct observations of instruction and classroom activity

2. Scholarly and Creative Activity

The departmental evaluation of scholarly and creative activity shall be based upon evidence submitted by the applicant that the applicant is actively engaged in scholarship and creative activity that is of sufficient quality for the purpose sought in the application. The applicant must include supporting evidence that demonstrates the quality of the research or creative endeavor. For example, in the instance of a journal article, *both* the article and the publishing outlet warrant discussion. Supporting evidence of quality scholarship may include, but is not limited to, the following:

- a. Independent external peer evaluation
- b. Journal impact factors (JIF, also known as “cites per document”)
- c. Scientific Journal Rank (SJR)
- d. Association of Business Schools (ABS) Academic Journal Quality Guide
- e. Source-Normalized Impact Per Paper (SNIP)
- f. h5 and h5-median indexes
- g. Article Influence score
- h. WorldCat Score
- i. Social Science Research Network (SSRN) or other research database downloads
- j. Citations to the article
- k. Individual applicant’s h-index and i10-index from Google Scholar
- l. Individual applicant’s m-quotient (h-index divided by number of years applicant has been a scholar)
- m. Awards for research and scholarly contributions such as best paper awards at an academic conference
- n. Patents
- o. Reviewer or editor comments
- p. Coauthor letters
- q. Research grant awards
- r. Invitations to present research at presentations, such as invited scholar colloquiums or keynote presentations

Predatory “pay-to-publish” journals will not count toward scholarly and creative activities. For guidance concerning what constitutes predatory open-access publishers and journals,

see Jeffrey Beall, *Criteria for Determining Predatory Open-Access Publishers* and *The Open Access Scholarly Publishers Association Code of Conduct*.

3. Service

The departmental evaluation of service shall be based upon evidence submitted by the applicant that demonstrates that the applicant has been actively involved in serving the University. This service requirement can be met with the traditional service on Department, College, and University committees that are of sufficient quality for the purpose sought in the application (see criteria below). Nontraditional service (such as participation in the New Venture Competition, work with the Entrepreneurship Institute, mentoring students, significant involvement and outreach to the entrepreneurship community, and board memberships) will be given the same respect and credit as more traditional Department committee work when evaluating the service requirements for the purpose sought in the application.

The applicant is required to demonstrate not only sufficient service commitments but also that his or her contribution to service endeavors are of sufficient quality and engagement. In assessing service the weight applied by the Department to service shall depend on the rank of the applicant seeking tenure. Service achievements shall be weighed seriously at all ranks, but more seriously at advanced ranks.

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

- a. Participation in University governance at Department, College, and University levels
- b. Direction of or participation in assurance of learning activities
- c. Participation in the New Venture Competition
- d. Involvement in the Entrepreneurship Institute programs
- e. Mentoring students in entrepreneurial endeavors
- f. Significant involvement and outreach to the entrepreneurship community
- g. Organizing and facilitating conferences
- h. Serving on a corporate board of directors
- i. Leadership in on-campus seminars, colloquia, and conferences
- j. Sponsorship or advising of active registered student organizations
- k. Participation in University and/or community endeavors
- l. Contributions in professional newsletters or blogs
- m. Professional speaking
- n. Unpaid consulting
- o. Attendance at professional seminars and workshops
- p. Achievement of recognized professional ratings through examination or review
- q. Participation as a leader in professional meetings

D. Specific Requirements

Candidates for reappointment, promotion, and tenure bear the burden of demonstrating the quality of their activities in teaching, scholarship, and service as outlined in the Specific Criteria above and in the *CMU/FA Agreement*.

1. Reappointment

The Department Chairperson shall provide to the Personnel Committee the names of tenure-track regular faculty eligible to apply for reappointment.

Criteria shall be consistent with the *CMU/FA Agreement*. In addition to the assessment of the applicant's achievements, the department must clearly articulate a judgment of the applicant's promise and the future needs of the Department.

If the applicant does not possess a terminal degree, the Department must evaluate and clearly articulate the extent to which the applicant is making progress toward attainment of the terminal degree. It shall be a requirement for reappointment that such applicants are making sustained progress toward the attainment of the terminal degree within the following academic year to the application for reappointment; otherwise, the recommendation of the department shall be in the negative.

The most important standard of evaluation for reappointment shall be an assessment of the progress the applicant is making toward satisfying the standards for tenure, taking into account the applicant's time within the tenure track position.

In assessing the progress mentioned above, the Department shall pay particularly close attention to achievements in teaching and scholarly and creative activity.

The Department is responsible for making at least one announced (from one of four dates proposed by the faculty member) peer evaluation visit to the classroom of a tenure-track faculty member each year of the probationary period. The peer evaluation shall be conducted by a tenured faculty member who will be chosen by the Department Chairperson. These faculty members shall prepare their written evaluation within one week of the classroom visit and share it with the tenure-track faculty member. The evaluation shall not be subject to appeal by the tenure-track faculty member, but that individual shall be permitted to make a written rebuttal to its contents, if so desired.

Applicants are expected to develop a research agenda and lay the foundation of advancing that agenda in the first year of their appointment to the regular faculty. Each year thereafter, applicants are expected to demonstrate sufficient progress toward advancing their research agenda toward the criteria for tenure.

2. Tenure and Promotion to Associate Professor

Criteria for tenure and promotion shall be consistent with the *CMU/FA Agreement*. The recommendation for tenure is the most important recommendation made by the Department. Therefore, the Department and all subsequent reviewers shall rigorously review all applications for tenure.

In addition to the assessment of the applicant's achievements, the Department must be certain it clearly articulates a judgment of the applicant's promise and the specific future need(s) of the department the applicant's tenure will help to satisfy.

The applicant must possess a terminal degree. No person shall be awarded tenure without obtaining a terminal degree.

A successful applicant for tenure, who possesses the rank of assistant professor, will also meet the standards for promotion to the rank of associate professor. In other words, a recommendation for tenure of an assistant professor will carry with it a recommendation for promotion to the rank of associate professor.

a) Teaching

It is the Department's main mission to prepare our students to be successful beyond the walls of the academy. Therefore, teaching shall be evaluated with rigorous standards for all applicants seeking tenure in the Department. The Department shall not subordinate teaching to scholarship or service in making its decision to grant or deny tenure to an applicant. The Specific Criteria set above shall be followed without exception. All faculty who are applying for tenure are expected to be quality college instructors who are demanding of their students and themselves.

b) Scholarly and creative activities

- i. Applicants must have at least seven quality scholarly and creative activities.
- ii. At a minimum, four of an applicant's scholarly and creative activities must come as a result of publication in quality peer-reviewed journal articles or law review or law journal articles published by ABA accredited law schools. An article that has been accepted for publication will be considered published on the date of the notice of acceptance.
- iii. Other quality scholarly and creative activities may come from presentations of academic research at appropriate academic or professional conferences, from patents issued by the United States Patent and Trademark Office or other significant protected intellectual property, or from textbooks or edited books published by a recognized publisher in the applicant's field or relating to pedagogy in higher education. It is up to the applicant to provide evidence of other scholarly and creative activity equivalence. For example a single patent may be weighted greater than a standard "other" scholarly and creative activity (such as a conference paper presentation) if the candidate presents evidence that such patent merits such consideration.
- iv. Tenure applicants must demonstrate that they have made a meaningful contribution to each co-authored journal article.

c) Service

At least eight meaningful instances of service that meet the criteria listed in *Specific Criteria* above or comparable activities.

3. Early Promotion

The department endorses the collective bargaining provision whereby faculty may apply for promotion earlier than the standard term of years in lower rank. When a member of the faculty chooses to apply for promotion earlier than would be the norm, as provided by the *CMU/FA Agreement*, the department will look for evidence of achievements in all areas of evaluation that clearly exceed the standards stated herein.

By “clearly exceed” this department means achievements that bring more and wider professional acclaim to the individual than would otherwise be the case for a promotion application made at a standard time. Both quantity and quality of achievements must exceed the standards of the department.

4. Promotion to Professor and Professor Salary Adjustment

Criteria shall be consistent with the *CMU/FA Agreement*. The recommendation for promotion to professor and professor salary adjustment are only granted to those who have demonstrated high-quality teaching, scholarly and creative activity, service, and leadership within the Department. The elevated standard of “high quality” for applicants for promotion to professor and for professor salary adjustments is an acknowledgement by the Department that the expectation of quality in all areas of evaluation should be higher for these promotions.

a) Teaching

It is the Department’s main mission to prepare our students to be successful beyond the walls of the academy. Therefore, teaching shall be evaluated under rigorous standards for all applicants seeking promotion to full professor or professor salary adjustment in this Department. The Department shall not subordinate teaching to scholarship or service in making its decision to promote or recommend salary adjustment. The *Specific Criteria* set above shall be followed without exception. The Department expects all Professors and those who receive salary adjustment to be very high quality college instructors who are demanding of their students, themselves, and their colleagues.

All faculty applying for promotion to professor and for professor salary adjustment must have peer-based feedback within two years of the application.

b) Scholarly and creative activities

Applicants must have at least seven high-quality scholarly and creative activities.

At a minimum, four (or its equivalent) of an applicant’s scholarly and creative activities must come as a result of publication in quality peer-reviewed journal articles or law review or law journal articles published by ABA accredited law schools. An article that has been accepted for publication will be considered published on the date of the notice of acceptance.

It is up to the applicant to provide evidence of journal article equivalence. For example, a journal article published in a recognized outstanding or elite journal shall be weighted greater than a standard peer-reviewed journal article. Further, research monographs published with recognized university or commercial presses may be weighted greater than a standard peer-reviewed journal article. Lastly, original and peer-reviewed book chapters published with recognized university or commercial presses may be weighted similarly to a standard peer-reviewed journal article.

Other scholarly and creative activities, or their equivalent, may come from presentations of academic research at appropriate academic or professional conferences, from patents issued by the United States Patent and Trademark Office or other significant protected intellectual property, or from textbooks or edited books published by a recognized publisher in the applicant's field or relating to pedagogy in higher education. It is up to the applicant to provide evidence of other scholarly and creative activity equivalence. For example a single patent may be weighted greater than a standard "other" scholarly and creative activity (such as a conference paper presentation) if the candidate presents evidence that such patent merits such consideration.

c) Service

At least 12 meaningful instances of service that meet the criteria listed in *Specific Criteria* above.

E. Appeal Decisions

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

A written appeal shall be presented to the Personnel Committee and Department Chairperson within five (5) business days of receiving a negative recommendation. The appeal must contain a statement of whether the faculty member making the appeal wishes to meet with the Personnel Committee and Department Chairperson to present his or her position. The written appeal shall be made available to each member of the Personnel Committee and the Department Chairperson. If a meeting is requested, the Chairperson of the Personnel Committee shall set a time and date for the meeting that takes into account the schedules of all interested parties.

Within two weeks of the date of the appeal, the decision of the Personnel Committee and the decision of the Department Chairperson shall both be given, in writing, to the faculty member making the appeal.

Within two weeks of the decision of the Personnel Committee and the Department Chairperson, the decision may be appealed. The appeal must contain a statement of whether the faculty member making the appeal wishes to meet with the personnel committee to present his or her position. The written appeal shall be made available to each member of the personnel committee.

If a meeting is requested, the Chairperson of the Personnel Committee shall set a time and date for the meeting that takes into account the schedules of all interested parties. Two weeks after the written appeal is presented to the personnel committee, a majority vote, taken by secret ballot, shall determine the decision of the Department. Any further appeal would follow the Grievance Procedure outlined in the current *CMU/FA Agreement*.

IX. RETRENCHMENT

Should retrenchment be required, guidance in regard to the procedures to be followed is provided in the applicable collective bargaining agreements. The Department will keep foremost in its recommendations the need to satisfy the core elements of its mission and goals. It will seek to retain those members of its faculty best able to satisfy the Department's mission and goals. While programmatic needs and length of university service will be of primary considerations, programmatic needs will not be sacrificed in favor of considerations of university service.

All regular faculty of the Department will discuss all options. Voting on options will be by secret ballot by regular faculty.

The Department Chairperson will prepare a written rationale for all recommendations; the Chairperson shall share that written rationale with all regular faculty prior to submitting it to the Dean. The rationale shall be submitted to the dean within two weeks of its preparation by the Chairperson.

X. LEAVES

A. Sabbaticals

The granting of sabbatical leaves is governed by the *CMU/FA Agreement* and, in part, is based upon a faculty member's past contributions. Faculty must meet faculty qualification accreditation standards and be in good standing at the time of the sabbatical application.

Proposals for sabbatical leave should be submitted to the Personnel Committee by the first Friday of the Fall Semester, but in any event no later than two weeks before the deadline set by the College, one year prior to the requested leave period. A simple majority vote, using a secret ballot, of the Personnel Committee shall be taken and a positive or negative recommendation will be made to the Dean. The Personnel Committee, in arriving at a decision, shall comply with all applicable rules and procedures, including those in the *CMU/FA Agreement* and the College of Business Administration.

The recipient of a sabbatical is expected to share the results of his or her sabbatical leave project with the regular faculty, Chairperson, and the Dean by the end of the Academic semester in which normal academic duties are resumed, as required by the *CMU/FA Agreement*. It is the responsibility of the recipient of the Sabbatical Leave to comply with the Final Report requirements of the University Sabbatical Leave Policy.

XI. PROCEDURES BYLAWS APPROVAL AND AMENDMENTS TO THE BYLAWS

A. Review

The Bylaws shall be reviewed by the Department regularly. Review of the Department bylaws follows Article 10 of the *CMU/FA Agreement*.

B. Amendment

Amendments and modifications of the Bylaws may be proposed by any Regular Faculty member of the Department. Amendments and modifications must be presented for discussion at two successive regular Department meetings where all faculty may provide input. Passage of amendments and modifications shall require a two-thirds majority vote of the regular faculty. Amendment and modification of the Department bylaws follows Article 10 of the *CMU/FA Agreement*.