

DEPARTMENT OF FINANCE AND LAW

DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

Approved December 6, 2006

Effective July 1, 2007

Applicable:

Tenure: 2009-2010 (unless a faculty member elects to be reviewed under the new standards sooner.)

Promotion: 2008-2009 (unless a faculty member elects to be reviewed under the new standards sooner.)

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DEPARTMENT OF FINANCE AND LAW

I. DEFINITIONS

- A. The operating unit described in this document is one of the academic departments on the campus of Central Michigan University. The Department is named the Department of Finance and Law, and consists of a Chair, faculty members, and support staff.
- B. Regular faculty are tenured and tenure-track faculty who hold a faculty appointment in the Department of Finance and Law and who carry at least one-half teaching, research, and/or administrative assignment in the Department.
- C. Temporary faculty are non-tenure-track faculty who teach at least one course in the Department of Finance and Law. Graduate assistants are not considered temporary faculty.
- D. Academically Qualified – All faculty recruited into the Department of Finance and Law must be academically qualified to teach in their respective areas. For new faculty recruited to teach in Finance, this requirement would normally require that new faculty possess a PhD or DBA in the field of Finance, granted by an AACSB-accredited academic institution. For new faculty recruited to teach in Law, this requirement would normally require that new faculty possess a JD (Juris Doctorate degree) from an ABA-approved academic institution in the discipline of Law.
- E. All members of the Law faculty shall be required to have passed a State Bar examination and be an Active or Inactive member.
- F. Student Opinion Surveys are the approved University student opinion surveys.
- G. Inconsistent Provisions – If any provision in these Procedures, Criteria, Standards, and Bylaws is inconsistent with provisions in the CMU/FA Agreement (Agreement), university policy, state or federal law or regulations, or any accreditation or certification standards, such inconsistent provision shall be null and void.

II. DEPARTMENT CHAIR

A. Expectations

- 1. The Chair is charged by the Department to:
 - a. Schedule and conduct Department meetings as needed.
 - b. Strive to ensure compliance with Department procedures.

- c. Inform faculty of Department/College/University policies and decisions, and disseminate relevant information generated at College and University levels.
- d. Serve as a spokesperson in strong support of departmental needs and priorities at College and University levels.
- e. Equitably assign workloads to Department members considering student needs, department needs, and whenever reasonably possible to do so, consider individual faculty preferences.
- f. Prepare the schedule of class offerings in consultation with the faculty and in a timely manner.
- g. Support the respective minors and majors in accordance with the Department's scheduling plan.
- h. Actively recruit qualified faculty in consultation with the Department.
- i. Encourage and support the improvement of departmental curriculum and the cooperation with other academic units for interdisciplinary offerings.
- j. Supervise the academic advisement process.
- k. Undertake primary responsibility for preparation of planning documents consistent with departmental goals and objectives.
- l. Transmit the Department recommendations of the Personnel Committee on personnel matters to the Dean along with his or her independent recommendation. In case the Chair cannot support the recommendation of the Personnel Committee, the Personnel Committee will elect a member to represent the Personnel Committee on the College Personnel Committee or other appropriate committee.
- m. Present an annual departmental budget report at the first department meeting each academic year.
- n. Supervise and be accountable for the departmental budget. Periodically report to and consult with Department members on the distribution of discretionary funds.
- o. Report SCH production, revenue, and costs by designators to the Department.

- p. Maintain an adequate number of office hours per week to ensure that the operation of the Department Office meets the needs of faculty and the students, and assures that administrative responsibilities are performed.
- q. Review, at the request of the faculty member or Chair, evidence of faculty performance, including but not limited to teaching, with the faculty person, relate any deficiencies, and offer constructive assistance.
- r. Approve the completion of all departmental internships.
- s. Supervise staff, temporary faculty, and graduate assistants.

B. Annual Informal Review of Chair

1. The purpose of this review is to allow for annual feedback of the Department to the Chair.
2. The Personnel Committee shall elect two tenured faculty members to initiate the informal review and distribute printed evaluation forms (or questionnaires) to all regular faculty. The two members shall be one from each discipline.
3. The Personnel Committee shall utilize a department approved form for evaluation of the Chair.
4. The approved form shall be distributed annually to faculty members during the Spring Semester, but no later than one month prior to the end of the Spring Semester.
5. Faculty members shall not be required to sign written evaluations.
6. Completed evaluation forms shall be returned to and reviewed by the two elected members from the Personnel Committee.
7. The two elected faculty members of the Personnel Committee shall submit a summary of the review to the Department Chair and to the Personnel Committee.
8. The Chair Review Committee may utilize other methods in addition to the written evaluation form for the purpose of conducting the informal review with the approval of the Department.

C. Selection of Chair

1. During the last year of the Department Chair's term or when necessary, the following steps shall be taken:

- a. The Personnel Committee of the Department, with the approval of the Dean, shall commence an internal and/or external search for qualified candidates.
- b. For an internal search, any tenured or tenure-track faculty member of the Department may apply.
- c. If an external search is approved by the Dean, the CBA guidelines for conducting a faculty search and the University procedures will be followed.
- d. The Personnel Committee shall review and screen applicants.
- e. The Personnel Committee shall circulate to Department members the resumes and the supporting information of the candidate(s) they deem to be the most qualified.
- f. The Department shall meet to identify the top candidates.
- g. The Personnel Committee shall schedule and hold interviews with the top candidates and shall afford Department members the opportunity to meet with the candidates.
- h. Any internal candidate for the Chair shall withdraw from any deliberations or decisions regarding selection of the Chair.
- i. Those eligible to vote shall then vote by written secret ballot for the candidate of their choice. The election shall be conducted over five (5) business days.
- j. If no candidate receives a majority vote of those eligible to vote, a run-off election shall be held between the two receiving the most votes.
- k. The candidate receiving a majority vote of those eligible to vote shall be considered the Department's recommendation for Chair and forwarded to the Dean for her/his approval.
- l. The recommended term of the Chair shall be one to five years as determined by a majority vote of the Department.

III. VOTING

A. Qualifications for Voting

1. Regular faculty are eligible to vote.

2. Temporary faculty are not eligible to vote.
3. Faculty on leave of absence from the Department for more than one year are not eligible to vote on any Department issues.
4. No faculty member can vote on any personnel issue directly related to that faculty member. Faculty members currently or previously related by family or marriage, or who have or have had a relationship which would make it impossible to make an unbiased recommendation, shall not be involved in personnel discussions or recommendations affecting that faculty member.

B. Voting Procedures

1. Voting on all personnel matters shall be by secret and written ballots.
2. Written ballots are required on other matters upon request of one or more faculty members.
3. A simple majority shall constitute a recommendation of approval.
4. In the event of a tie vote, the decision shall be NO and/or the matter shall be defeated.
5. The Department Chair has the same vote as other regular faculty.

C. Absentee Voting Procedures

1. Absentee procedures will be in place when any eligible faculty member is on paid or unpaid leave-of-absence, sabbatical, or other off-campus assignments.
2. It is the responsibility of the voting faculty to keep the department informed of how the faculty may be contacted for purposes of absentee voting.

IV. DEPARTMENT MEETINGS

A. Department Meetings

1. Department meetings shall be called as needed by the Department Chair but no fewer than twice each academic year. Meetings will be conducted by following Robert's Rules of Order except as otherwise provided herein or approved by the Department.
2. The Department Chair shall not schedule department meetings at a time during which any faculty member qualified to vote is scheduled to teach nor during the last week of the semester except for dire emergencies.

3. Attendance at departmental meetings is expected.

B. Notice of Department Meetings

1. Department meetings shall be called as needed by the Department Chair but all faculty members shall be notified in writing or by e-mail at least five working days in advance of the meeting.
2. Notice shall incorporate, or be accompanied by, an agenda. Additional agenda items may be added by consent of the department members present.
3. All faculty members shall have the opportunity to place items on the agenda.

C. Special Meetings

1. Special meetings to discuss and resolve specific issues may be called at any time by the Department Chair or by the written request of at least 25% of the faculty members qualified to vote.
2. Notice of special meetings shall be provided to all faculty members in writing or e-mail as far in advance of the scheduled meeting as is practicable.
3. The notice shall refer to the specific issue(s) to be discussed and/or resolved.

V. PERSONNEL COMMITTEE

A. Personnel Committee Defined

1. The Personnel Committee shall be constituted of all REGULAR faculty and shall be a committee of the whole, but only TENURED faculty shall be entitled to vote on matters before the Personnel Committee except for the election of the Chair.
2. The Chair of the Personnel Committee shall be elected by the regular faculty for a three-year term. The Chair shall be a tenured faculty member. The Chair shall be elected at the first regular meeting of the Department for the academic year, except to fill the initial or an unexpired term.

B. Procedures and Duties

1. The Personnel Committee shall be charged with making recommendations regarding appointments and reappointments of tenure-track faculty and

full-time temporary faculty, sabbatical leaves, professor salary adjustments, promotion and tenure of faculty in the Department. In addition to these procedures, the policies for reappointment, tenure, and promotion are specified in the Agreement. Recommendations on these personnel actions are forwarded to the Dean and the Provost, as specified in the Agreement. Any appeal of a recommendation must be made in accordance with provisions in the Agreement.

2. Deliberations of the Personnel Committee shall be private and all information, discussions, and votes of the Committee are privileged to the extent permitted by law. The individual faculty member and the regular faculty shall be advised in writing of the results of the balloting and the rationale supporting the committee vote in writing by the Chair of the Personnel Committee. Minutes of committee actions will be made available in the Department office for review of any member of the regular faculty upon request.
3. Ballots shall be submitted to the Department office and placed in a closed and secured container. Ballots shall be counted by the Personnel Committee Chair immediately upon the close of the election period. The faculty member affected may be present. All ballots shall be preserved until the Department Appeals are completed.
4. The Personnel Committee must meet as a body whenever a personnel recommendation is to be made. Although voting shall take place at a later date, via individual written instruments, voting shall not take place until a meeting has occurred.

C. Personnel Committee Appeal Procedures

1. The faculty member may appeal a Personnel Committee recommendation directly affecting her/him by pursuing the following appeal procedure:
 - a. The respective faculty member shall notify the Personnel Committee Chair in writing of her/his request for a review. This must be submitted within three (3) calendar days from receipt of written notice of the Personnel Committee's ballot results and rationale.
 - b. The Personnel Committee Chair shall call a meeting of the regular faculty within seven (7) calendar days following receipt of the appeal request. The faculty member affected may be present.
 - c. The regular faculty shall discuss and review the previous recommendation and any additional materials presented by the faculty in support of her/his appeal, and a secret ballot taken. Ballots shall be counted by the Personnel Committee Chair

immediately upon the close of the appeal meeting. All ballots shall be preserved until the appeals are completed.

- d. The final recommendation shall be based on a majority vote of the voting members of the Personnel Committee.
- e. Should the faculty member wish to appeal further, he/she may pursue those applicable appeal procedures provided for in the Agreement.

D. Ad Hoc Search Committee

1. When a tenure track position is approved by the Provost, the Department shall create an ad hoc search committee to conduct a candidate search. The ad hoc search committee will be constituted of ONLY regular faculty and selected by the Department.
2. The ad hoc search committee will elect its own Chairperson to conduct the search in accordance with the CBA guidelines and University procedures.
3. The Ad Hoc Search Committee will conduct an initial screening of all candidates and will make a recommendation to the Personnel Committee of a ranked list of the acceptable candidates. The ranked list will be submitted to the Chairperson of the Department for disposition.
4. It is expected that all regular faculty will be provided notice of all candidate interviews, presentations, and other activities, and that all faculty are expected to participate in such functions. Upon completion of all candidate interviews, presentations, and other activities, the Personnel Committee shall then make a final determination for presentation to the Dean of the College of Business Administration.

VI. CURRICULUM COMMITTEE

- A. The Curriculum Committee shall be constituted of all regular faculty and shall be a committee of the whole. The functions of the Curriculum Committee are to:
 1. review departmental curricula and make recommendations to the department concerning curricula changes,
 2. make decisions on curricula changes initiated by the departmental areas,
 3. respond to official inquiries from University offices, departments, committees, etc., and
 4. be responsible for making editorial changes to the Bulletin.

VII. FORMATION OF OTHER COMMITTEES

- A. The Department Chair or member of the regular faculty may propose the formation of such other committees as deemed necessary.
- B. Creation of these committees and their charges may be done by the Department Chair or by a majority vote of the regular faculty.
- C. All committees formed under this article shall terminate automatically after two years or the completion of the committee task, whichever is sooner, unless voted to continue at a Department meeting.
- D. Staffing of a committee formed under this article may be done on a voluntary basis, or committee members may be nominated at a Department meeting and elected by a majority of the regular faculty, or by appointment of the Chair, either at a Department meeting or by a ballot distributed to all regular faculty members.
- E. The members of a committee formed under this article shall elect the committee chairperson. In the event of a deadlock, the Department Chair shall appoint the committee chairperson.

VIII. PROCEDURES FOR REAPPOINTMENT, TENURE, PROMOTION, AND PROFESSOR SALARY ADJUSTMENT

A. Notification

The Department Chair shall advise the Personnel Committee and affected faculty members of any faculty members eligible for consideration for tenure and/or reappointment as soon as practicable after this information is received from the Office of the Dean of the College of Business Administration.

B. Submitting Application for Reappointment, Tenure, Promotion, or Salary Adjustment for Professor

The faculty member must submit her/his application for reappointment, tenure, promotion, or professor salary adjustment to the department in accordance with the calendar and in the manner prescribed in the Agreement, established practice, and the department procedures, criteria, standards, and bylaws.

C. Supporting Documentation

Pursuant to the Agreement the faculty member is responsible for documenting her/his activities to support the application for reappointment, tenure, promotion, or professor salary adjustment. Supporting documentation shall include a narrative statement for each evaluation criterion explaining how and to what extent each of the activities claimed has met the standards and criteria specified in the Agreement and Procedures of the Department of Finance & Law.

D. Forwarding the Recommendation

1. All materials submitted by a faculty member for reappointment, tenure, promotion, or professor salary adjustment to the department shall be forwarded to the college's Personnel Committee and other appropriate University officials in accordance with provisions in the Agreement. Said materials shall be accompanied by a copy of the Personnel Committee recommendation relating the decision on the faculty member's request for reappointment, tenure, promotion, or professor salary adjustment pursuant to the contract. The recommendation shall only be reported either as favorable or unfavorable with supporting rationale.
2. The recommendation of the Department Personnel Committee shall be the recommendation of the Department, which is forwarded to the Dean, in accordance with the Agreement.
3. An independent recommendation by the Department Chairperson shall also be forwarded to the Dean and a copy given to the individual faculty member involved.

E. Negative Recommendation

Pursuant to the Agreement, a faculty member not recommended for reappointment, tenure, promotion, or professor salary adjustment may have a conference with the Department Chair or her/his designee. At this conference, the Department Chair or designee shall summarize the reasons for the negative recommendation. If the reappointment or promotion recommendation of the Department is negative, the faculty member may also request a review of the Department's negative recommendation by the Dean in the manner specified in the Agreement.

F. Appeal Procedures

Refer to Appeals Procedure as outlined under Personnel Committee, Article V.C.

IX. CRITERIA AND STANDARDS FOR REAPPOINTMENT

- A. Reappointment is necessary for the period between initial hiring and the award of tenure. The following criteria and standards are to be used, in combination, for each reappointment recommendation:

1. Teaching

Teaching is evidenced by satisfactory measures of teaching performance including evidence from teaching evaluations, University Student Opinion Surveys, and by other evidence of teaching.

2. Scholarly and Creative Activity

Evidence of scholarly and creative activity is evidenced by publishing and/or progress towards publications in acceptable journals or other professional publications and additional scholarly activities described in Article XI.D.

3. University and Public Service Activity

This shall include a demonstration of activities relating to University and public service.

4. Continued promise in teaching, scholarly and creative activity, and university and public services.

5. Future needs of the University.

X. LENGTH OF SERVICE REQUIREMENTS FOR PROMOTION AND WEIGHT OF CERTAIN JOURNALS

A. Length of Service Before Promotion can be Sought

1. In general, the minimum time required in rank before the second and subsequent promotions to the next higher rank is four years.

XI. CRITERIA AND STANDARDS FOR TENURE, PROMOTION, AND PROFESSOR SALARY ADJUSTMENT

A. General

1. The ultimate purpose of the Finance and Law Department in recommending tenure, promotion, or professor salary adjustment is to improve the quality of the Department. Through individual personnel actions, the Department attempts to ensure continuing improvement of its teaching quality, its scholarly and creative activities, and service accomplishments. The specific criteria and standards detailed herein are the incentives to justify those ends.
2. When the Finance and Law Department recommends tenure, it welcomes into its ranks a faculty member who has demonstrated quality teaching, service, and research activities. When the Finance and Law Department recommends promotion or professor salary adjustment it does so based upon further demonstrated achievement of the faculty member according to these criteria and standards.

3. The faculty member seeking tenure, promotion, or professor salary adjustment has the burden of proof of demonstrating compliance with all of the criteria and standards in the Agreement, in the college, and herein. It is required that the faculty member provide, in addition to other evidence of compliance with the standards and criteria, a narrative demonstrating achievement of the criteria and standards.
4. There is no promise by the Department that all faculty will be recommended for tenure or promotion. Failure to meet the requirements for tenure will result in non-reappointment, failure to meet requirements for promotion will mean an indefinite stay at whatever rank has been attained.

B. Bases

1. To achieve tenure the candidate must satisfy each of the following bases:
 - a. Competence:
 - i. Teaching
 - ii. Service
 - iii. Scholarly and Creative Activity
 - b. Continued promise in teaching, scholarly and creative activity, and service.
 - c. Future needs of the University.
2. To achieve promotion or a professor salary adjustment the candidate must satisfy each of the following three bases. There is no set numerical balance for the following three criteria. These are:
 - a. Teaching
 - b. Service
 - c. Scholarly and Creative Activity
3. It is expected that any faculty member desiring advancement must contribute in all of these categories.

C. Teaching Requirements for Tenure, Promotion, and Professor Salary Adjustment

1. Teaching

- a. Classroom teaching is too important to the department to let this criterion become a secondary interest to any faculty member.
 - b. Under no circumstances will tenure, promotion, or a professor salary adjustment be granted without a proven record of quality teaching. The burden of proof lies with the faculty member.
2. Evidence of teaching may be shown by:
- a. Multiple, continuous and meaningful teaching evaluations, utilizing the approved University Student Opinion Survey and supplemented by other evidence of quality teaching at the faculty member's discretion.
 - b. Course development.
 - c. Teaching portfolio.
 - d. Revision or development of instructional materials used for academic classes and/or existing course materials.
 - e. The faculty member may request a peer review as additional evidence in support of quality teaching.
 - f. Other documentary evidence, of a written nature, bearing directly on the teaching of the faculty member, may be submitted and shall be considered in the personnel decision.

D. Scholarly and Creative Activity Requirements for Tenure and Promotion and Professor Salary Adjustment

- 1. The College's mission is to foster an active, learning-centered environment and provide business-connected programs to its students. Emphasis is primarily on scholarly activity that contributes to business education and business practice consistent with the college mission. Discipline-specific scholarly activity is also valued.
- 2. To be considered as an intellectual contribution, the output must be available for public scrutiny by academic peers or practitioners.
- 3. Evidence of intellectual contributions normally will be demonstrated by peer refereed journal articles or law review articles published by American Bar Association (ABA)-accredited law schools. Peer refereed journals are defined to be publications with a structured review process involving at least two external (to the journal) reviewers with expertise in the subject matter of the contribution. Information from a directory or index of journals, for example, one of Cabell's directories of publishing opportunities in the business disciplines, may be used as evidence of the

review process. For purposes of the promotion and tenure requirements below, a paper accepted for publication in a journal shall be considered published when available to the public.

E. Scholarly and Creative Activity Requirements for Tenure at the Rank of Assistant Professor and/or Promotion to the Rank of Assistant Professor

1. During the tenure review period, each candidate seeking tenure at the rank of Assistant Professor shall have published at least 4 articles in peer refereed scholarly journals or law review articles published by ABA-accredited law schools. The articles must list CMU as the author's affiliation.

An applicant seeking promotion to the rank of Assistant Professor shall have published at least 4 articles in peer refereed scholarly journals or law review articles published by ABA-accredited law schools since the date of the applicant's last promotion or the date of first appointment, whichever is most recent. The articles must list CMU as the author's affiliation. An applicant will have the opportunity to demonstrate to the Personnel Committee that other scholarly publications are of equal merit to a refereed journal article or a law review article published by an ABA-accredited law school.

2. In addition to 1, the candidate shall have fulfilled one of the following tracks:

a. **Basic Scholarship Track** shall be evidenced by:

- i. at least two (2) presentations at scholarly meetings; or
- ii. at least two (2) internal scholarly research seminars; or
- iii. one (1) chapter in a scholarly text in Finance and/or Law; or
- iv. other evidence of scholarly activity including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for basic scholarship.

b. **Applied Scholarship Track** shall be evidenced by:

- i. at least two (2) presentations at professional meetings; or

- ii. at least four (4) of the following:
 - (a) articles in trade journals; or
 - (b) articles in an in-house journal; or
 - (c) published book reviews; or
 - (d) presentation at faculty workshops; or
 - (e) other evidence of applied scholarship including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for applied scholarship.

c. **Instructional Development Track** shall be evidenced by:

- i. publication of at least one (1) textbook; or
- ii. publication of one (1) complete set of financial cases; or
- iii. publication of one (1) computer software application in the public domain; or
- iv. evidence of a completely new way to deliver Finance and/or Law; or
- v. complete development of at least two (2) course curricula; or
- vi. other evidence of pedagogical production including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for instructional development.

3. The applicant should have been considered academically qualified for at least 80% of the period (based upon years) since last promotion, first appointment, or the adoption of these standards, whichever is most recent. Furthermore, the applicant must be academically qualified at the time of application. The burden of proof is on the applicant.

F. Scholarly and Creative Activity Requirements for Tenure at the Rank of Associate Professor and/or Promotion to the Rank of Associate Professor

1. During the tenure review period, each candidate seeking tenure at the rank of Associate Professor shall have published at least 4 articles in peer refereed scholarly journals or law review articles published by ABA-accredited law schools. The articles must list CMU as the author's affiliation.

An applicant seeking promotion to the rank of Associate Professor shall have published at least 4 articles in peer refereed scholarly journals or law review articles published by ABA-accredited law schools since the date of the applicant's last promotion or the date of first appointment, whichever is most recent. The articles shall list CMU as the author's affiliation. An applicant will have the opportunity to demonstrate to the Personnel Committee that other scholarly publications are of equal merit to a refereed journal article or a law review article published by an ABA-accredited law school.

2. In addition to 1, the candidate shall have fulfilled one of the following tracks:

a. **Basic Scholarship Track** shall be evidenced by:

- i. at least two (2) presentations at scholarly meetings; or
- ii. at least two (2) internal scholarly research seminars; or
- iii. one (1) chapter in a scholarly text in Finance and/or Law;
or
- iv. other evidence of scholarly activity including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for basic scholarship.

- b. **Applied Scholarship Track** shall be evidenced by:
- i. at least two (2) presentations at professional meetings; or
 - ii. at least four (4) of the following:
 - (a) articles in trade journals; or
 - (b) articles in an in-house journal; or
 - (c) published book reviews; or
 - (d) presentation at faculty workshops; or
 - (e) other evidence of applied scholarship including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for applied scholarship.
- c. **Instructional Development Track** shall be evidenced by:
- i. publication of at least one (1) textbook; or
 - ii. publication of one (1) complete set of financial cases; or
 - iii. publication of one (1) computer software application in the public domain; or
 - iv. evidence of a completely new way to deliver Finance and/or Law; or
 - v. complete development of at least two (2) course curricula; or
 - vi. other evidence of pedagogical production including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral

Comprehensive Examination Committee, and public presentations of a professional nature for instructional development.

3. The applicant should have been considered academically qualified for at least 80% of the period (based upon years) since last promotion, first appointment, or the adoption of these standards, whichever is most recent. Furthermore, the applicant must be academically qualified at the time of application. The burden of proof is on the applicant.

G. Scholarly and Creative Activity Requirements for Tenure at the Rank of Full Professor and/or Promotion to the Rank of Full Professor

1. During the tenure review period, each candidate seeking tenure at the rank of Full Professor shall have published at least 4 articles in peer refereed journals or law review articles published by ABA-accredited law schools. The articles shall list CMU as the author's affiliation.

An applicant seeking promotion to the rank of Full Professor shall have published at least 4 articles in refereed journals or law review articles published by ABA-accredited law schools since the date of the applicant's last promotion or the date of first appointment, whichever is most recent. The articles shall list CMU as the author's affiliation. An applicant will have the opportunity to demonstrate to the Personnel Committee that other scholarly publications are of equal merit to a refereed journal article or a law review article published by an ABA-accredited law school. A higher standard of scholarly and creative activity than expected for the lower ranks is expected for promotion to full professor. This higher standard must be evidenced by other factors such as, but not limited to, articles in addition to the minimum required, single authorship, higher quality articles or articles in more prestigious journals, articles of greater contribution to the discipline as evidenced by citations or other professional recognition.

2. In addition to 1, the candidate shall have fulfilled one of the following tracks:
 - a. **Basic Scholarship Track** shall be evidenced by:
 - i. at least three (3) presentations at scholarly meetings; or
 - ii. at least three (3) internal scholarly research seminars; or
 - iii. one (1) chapter in a scholarly text in Finance and/or Law; or
 - iv. other evidence of scholarly activity including, but not limited to, securing of external grants, pursuit of a course of

graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for basic scholarship.

b. **Applied Scholarship Track** shall be evidenced by:

- i. at least three (3) presentations at professional meetings; or
- ii. at least five (5) of the following:
 - (a) articles in trade journals; or
 - (b) articles in an in-house journal; or
 - (c) published book reviews; or
 - (d) presentation at faculty workshops; or
 - (e) other evidence of applied scholarship including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for applied scholarship.

c. **Instructional Development Track** shall be evidenced by:

- i. publication of at least one (1) textbook; or
- ii. publication of one (1) complete set of financial cases; or
- iii. publication of one (1) computer software application in the public domain; or
- iv. evidence of a completely new way to deliver Finance and/or Law; or
- v. complete development of at least two (2) course curricula; or

- vi. other evidence of pedagogical production including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for instructional development.
3. The applicant should have been considered academically qualified for at least 80% of the period (based upon years) since last promotion, first appointment, or the adoption of these standards, whichever is most recent. Furthermore, the applicant must be academically qualified at the time of application. The burden of proof is on the applicant.

H. Scholarly and Creative Activity Requirements for Professor Salary Adjustment

1. Each candidate for professor salary adjustment shall have published at least 4 articles in peer refereed scholarly journals or law review articles published by ABA-accredited law schools since the date of last promotion, professor salary adjustment, appointment, whichever is most recent. The articles must list CMU as the author's affiliation.

An applicant will have the opportunity to demonstrate to the Personnel Committee that other scholarly publications are of equal merit to a refereed journal article or a law review article published by an ABA-accredited law school.

The same higher standard of scholarly and creative activity is expected for promotion to full professor is also expected for salary adjustments. This higher standard must be evidenced by other factors such as, but not limited to, articles in addition to the minimum required, single authorship, higher quality articles or articles in more prestigious journals, articles of greater contribution to the discipline as evidenced by citations or other professional recognition.

2. In addition to 1, the candidate shall have fulfilled one of the following tracks:
 - a. **Basic Scholarship Track** shall be evidenced by:
 - i. at least three (3) presentations at scholarly meetings; or
 - ii. at least three (3) internal scholarly research seminars; or

- iii. one (1) chapter in a scholarly text in Finance and/or Law;
or
 - iv. other evidence of scholarly activity including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for basic scholarship.
- b. **Applied Scholarship Track** shall be evidenced by:
- i. at least three (3) presentations at professional meetings; or
 - ii. at least five (5) of the following:
 - (a) articles in trade journals; or
 - (b) articles in an in-house journal; or
 - (c) published book reviews; or
 - (d) presentation at faculty workshops; or
 - (e) other evidence of applied scholarship including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for applied scholarship.
- c. **Instructional Development Track** shall be evidenced by:
- i. publication of at least one (1) textbook; or
 - ii. publication of one (1) complete set of financial cases; or
 - iii. publication of one (1) computer software application in the public domain; or

- iv. evidence of a completely new way to deliver Finance and/or Law; or
 - v. complete development of at least two (2) course curricula; or
 - vi. other evidence of pedagogical production including, but not limited to, securing of external grants, pursuit of a course of graduate study or professional training in one's discipline or related field, receipt of a license or certificate/recertification relevant to one's discipline as a result of testing or professional work, service as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee, and public presentations of a professional nature for instructional development.
3. The applicant should have been considered academically qualified for at least 80% of the period (based upon years) since last promotion, first appointment, or the adoption of these standards, whichever is most recent. Furthermore, the applicant must be academically qualified at the time of application. The burden of proof is on the applicant.

I. Service Requirements for Tenure, Promotion, and Professor Salary Adjustment

- 1. Service is expected of all faculty seeking tenure, promotion, or professor salary adjustment. University service is considered of primary importance and public service is supplemental.
- 2. University service can be met by active membership in any of the following, but not to the exclusion of other activities:
 - a. Department Committees
 - b. College-level Committees
 - c. University-wide Committees
 - d. Special Task Forces
 - e. Ad Hoc Committees
 - f. Special Appointments
 - g. Seminar participation on campus
 - h. Volunteer work as advisor to a campus organization

- i. Advisor or resource person to any administrative office
- j. Securing grants relating to university functions or services
- k. Served as an academic senator
- l. Served as a chair, director, advisor, or in a similar capacity of a University program or organization
- m. Organized or was otherwise involved in a significant way with a University or College sponsored activity or presentation or recognized student organization
- n. Participated in external activities which directly or indirectly benefited the University including giving speeches, making television and radio appearances, writing newspaper articles, and participating in educational outreach programs
- o. Performed significant amounts of University-wide student advising or tutoring
- p. Pro bono legal or financial work
- q. Other evidence of University service which the Department deems equivalent to one of the above

3. Public Service

- a. Unique contributions of the individual, such as:
 - i. Active participation in a state, regional, or national/international organization related to the faculty member's discipline.
 - ii. Participation in the organization of or service as a panelist, speaker, or discussant at a state, regional, or national/international conference, seminar, presentation, or proceeding.
 - iii. Service as a member of an editorial board as a reviewer of others' work for a recognized journal or publication.
 - iv. Service as a judge, arbitrator, mediator, or contract negotiator or as an appointed or elected public official.
 - v. Primarily or jointly responsible for preparation of a case heard by a public court of record, a quasi-judicial tribunal

of record, administrative agency and/or similar proceedings.

- vi. Consulting services within the realm of one's discipline or related field to a public or private organization.
 - vii. Peer review of professional journals, professional papers presented at seminars or other professional settings.
 - viii. Service as an officer in a professional organization.
- b. Recognizing that this criterion must be broadly defined, any participation of a faculty member in the community, the state, etc., reflects well on the Department and the University, and will be so acknowledged.
 - c. It is the responsibility of the individual faculty member to estimate the weight (subject to minimums) he/she gives to this category, and he/she must provide written evidence of such contributions.

XII. RETRENCHMENT

- A. In the event of a university-ordered reduction in FTE at the department level, faculty positions will be cut in the following order:
 - 1. Graduate Assistant(s)
 - 2. Part-time, non-tenure track faculty
 - 3. Full-time temporary faculty
 - 4. Non-tenured regular faculty
 - 5. Tenured regular faculty, inversely related to rank and time in rank

XIII. SUMMER TEACHING

The department chairperson will assign summer school offerings.

XIV. SABBATICAL LEAVE

- A. The Personnel Committee is charged with the responsibility of recommending approval or denial of a sabbatical leave proposal. The criteria for evaluation of a sabbatical leave proposal are listed in the Agreement. The Personnel Committee shall use this criteria in reviewing sabbatical leave proposals. Proposals shall use the structure outlined under the section "proposal format" as found in the "Sabbatical Leave Administrative Rules and Procedures" available in the Dean's Office and at www.fps.cmich.edu.

- B. If the Personnel Committee recommends denial of the sabbatical leave proposal, the candidate for sabbatical will be given a written explanation indicating the reason(s) for denial and how the proposal may be enhanced for resubmission and approval. The process will follow the Personnel Committee Appeal Procedures.
- C. The Personnel Committee shall make a recommendation to the Dean.
- D. Candidates shall submit a sabbatical leave proposal to the Personnel Committee by the end of the first week of full semester classes. The Personnel Committee shall meet at the end of the third week of fall classes to deliberate on sabbatical leave proposals.

XV. LEAVE OF ABSENCE

A. Paid or Administrative Leave of Absence

There are various categories of leave available within the University (in accordance with provisions in the Agreement). In addition, the Department may recommend release time for temporary assignment to another position at CMU (this can include an administrative position or teaching in another department). Once recommendation of leave/release is made at the Department level, it is subject to review and approval at other levels of the university by the Dean and the Provost.

B. Unpaid Leave of Absence from CMU

1. Faculty may apply to the Chair for a leave of absence from the University. Such leaves must be supported by the Personnel Committee, and approved by the Dean and the Provost.
2. Requests to extend an approved leave must be supported by the Personnel Committee and approved by the Dean and the Provost.
3. Requests for leave without pay and extensions of such leave must be made in a timely manner. If not, the faculty member subsequently relinquishes the right of appeal to the Department. Nothing in this provision denies or excludes rights under the Family Medical Leave Act and/or other statutory rights.

XVI. OFFICE SPACE ASSIGNMENT

Vacant office space shall be assigned at the discretion of the Chair.

XVII. FACULTY ADVISORS

Only a regular faculty member can serve as an advisor for an internship, independent study, or sign majors or minors consistent with their respective disciplines. However, the

Chair may sign majors or minors if a faculty member is not available. Subject to the foregoing, student advisement should be shared by all regular faculty.

XVIII. PROCEDURES FOR AMENDING PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS (PROCEDURES)

Proposed amendments may be made by any regular faculty of the department. Procedures may be amended at a faculty meeting provided that a written draft of the proposed changes have been circulated to each regular faculty at least fourteen days prior to the faculty meeting. The procedures will only be amended upon a majority vote of the regular faculty. Absentee voting is permitted.

XIX. POLICY ON TEMPORARY FACULTY APPOINTMENTS

Recommendations for the appointment of full-time temporary faculty shall be made by the Chair in consultation with the regular faculty members of the appropriate discipline. The Chair shall appoint temporary faculty to semester appointments.

XX. APPROVAL OF PROFED INSTRUCTORS

- A. The Department Chair shall have the authority to approve or disapprove all credentials of all individuals who teach ProfEd-scheduled courses having a department of Finance and Law designator.
- B. The Chair's decision shall reflect the recommendations of the faculty members of the relevant discipline within the department.

XXI. ADVISORY COUNCIL

The Advisory Council shall be a standing committee of the Department and shall be subject to its own Bylaws and Constitution. As such, the Advisory Council shall not be subject to the provisions contained herein for the automatic termination of committees and shall continue subject to the Advisory Council's Bylaws and Constitution.