

# DEPARTMENT OF HUMAN ENVIRONMENTAL STUDIES

## DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS AND BYLAWS

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**DEPARTMENT OF HUMAN ENVIRONMENTAL STUDIES**  
**Procedures, Criteria, Standards, and Bylaws**

**I. PREAMBLE**

Policies and procedures for governing the Human Environmental Studies Department were developed in accordance with the Agreement between CMU and the CMU Faculty Association. For items not covered in these Bylaws, reference should be made to the current Agreement or relevant University policies.

**II. MISSION STATEMENT**

The common mission of all programs in the Department of Human Environmental Studies is to improve the quality of life and well-being of individuals and families. Using an ecological perspective, emphasis is placed on the preparation of individuals with: a) the professional competencies necessary to enable clients (individuals and families) to initiate sustained action toward their envisioned quality of life goals; b) strong bases for success in advanced study or vocations needing multiple skills, and c) an enlightened foundation for making life choices.

### **III. GUIDING PRINCIPLES FOR GOVERNANCE**

The Department of Human Environmental Studies is committed to a philosophy of shared governance. Shared governance is supported by several underlying principles of communication, consultation, and participatory decision-making. The Department is committed to a governance structure that defines the roles and responsibilities of various department staff involved in shared decision-making. Such a system for making decisions is grounded in the conviction that, regardless of outcome, the contributions of all department members are valued and respected. Such shared governance creates an environment of stable expectations and depends on open and sound rationale. This philosophy is guided by the following principles:

1. All department faculty and staff should have an equal opportunity to have their opinions considered in departmental decisions. At the same time, all department faculty and staff should have equal access to information affecting their job performance and the effective functioning of the department.
2. All department faculty and staff should take active responsibility for the governance of the department and for presenting their opinions on all pertinent issues.
3. Decision making, in conjunction with the chair, should be the role of those faculty and staff who are most involved in the issue at hand and who have the most at stake. It demands input from all affected parties, but does not mean that every person in the department votes on every issue.

### **IV. DEFINITION OF FACULTY**

- A. All regular faculty who carry at least one-half load in teaching or research and the Department Chairperson.
- B. All full-time temporary faculty carrying a full load in teaching with advising and having completed two (2) consecutive academic semesters within the Department.
- C. All temporary faculty carrying at least one-half load in teaching and having completed two (2) consecutive academic years within the department.

### **V. CRITERIA FOR SELECTION OF THE ELECTED STAFF AND TEMPORARY FACULTY REPRESENTATIVES**

The representatives shall be elected from individuals representing each of the following areas:

1. Human Growth and Development Laboratory P&A personnel
2. Other department P&A personnel
3. Office Professional personnel
4. Full and Part-time temporary faculty

Eligible representatives will have completed two (2) consecutive academic years within the department. Each representative will serve a one (1) year term. Elections by secret ballot shall take

place prior to October 1 of each academic year. Elected members are charged with soliciting and accurately representing the voice of their constituents.

## **VI. QUALIFICATION FOR VOTING**

- A. On departmental recommendations except those on personnel:
  - 1. All faculty as defined in IV above.
  - 2. P&A personnel having completed two (2) consecutive academic years within the department.
- B. On personnel recommendations, except those for the chairperson, the voting faculty shall include:
  - 1. All regular faculty who carry at least one-half load in teaching or research, and the Department Chairperson.
- C. On personnel recommendations for the Chairperson, the voting persons shall include:
  - 1. All regular faculty who carry at least one-half load in teaching or research and the Chairperson (unless he/she is being considered for the position) as defined in IV.A. above.
  - 2. The elected staff and temporary faculty representatives (see Section V).
- D. See Section IX.D.4. for P&A personnel and temporary faculty involvement in area personnel recommendations.

## **VII. DEPARTMENTAL MEETINGS**

- A. Regular Meetings
  - 1. Regular meetings shall be held at least once per month during the Fall and Spring semesters. Regular meetings are called and presided over by the Department Chairperson.
  - 2. All faculty and P&A personnel are expected to attend regular meetings.
- B. Special Meetings
  - 1. Special meetings may be called by the Department Chairperson, by the Chairperson of a standing committee, or by a request of 25 percent or more regular faculty members.
  - 2. All faculty and P&A personnel are expected to attend special meetings.
  - 3. If the Department Chairperson is calling the special meeting, and is unable to attend and has not appointed a chairperson pro-tem, or if the chairperson pro-tem is absent, the faculty and P&A personnel will elect a chairperson pro-tem who is a regular full-time faculty member for the special meeting.

C. Notice of Meetings, Agenda Items, and Minutes

1. All faculty and P&A personnel shall be notified in writing of regular meetings at least two days in advance. Notices shall be e-mailed to all faculty and staff via departmental listserv. Each notice shall incorporate, or be accompanied by, an agenda. All faculty and P&A personnel may request that items be placed on the agenda.
2. Faculty and P&A personnel shall be notified orally or in writing of special meetings.
3. Except in extenuating circumstances, minutes of the meeting shall be distributed prior to the next meeting.

**VIII. PERSONNEL RECOMMENDATIONS**

- A. Personnel recommendations include, but are not limited to, the following: 1) departmental recommendations for tenure, promotion, sabbatical leaves, delay of tenure consideration, leaves of absence without salary, and reappointment of regular faculty; 2) initial appointment of regular faculty; 3) election of departmental members to Personnel and Search committees and formal evaluation of the Department Chairperson; 4) appointment and subsequent appointment of temporary faculty; 5) reallocation of additional FTE; 6) position reduction of regular faculty; 7) changes to the Bylaws Personnel Recommendations pertaining to regular faculty.
- B. In the event a personnel recommendation is delayed into the summer, an attempt will be made to contact all faculty directly affected by the recommendation (see Section VI.B.).
- C. Qualifications for Voting on Departmental Personnel Recommendations, except those for the chairperson (see Section VI.B.).
  1. The quorum (including the absentee ballots) consists of two-thirds of faculty who are eligible to vote on personnel recommendations (see Section VI.B.).
  2. Personnel recommendations require a two-thirds vote of the eligible voting faculty, excluding the candidate, who are present or have submitted an absentee ballot, to carry the question (see Section VI.B.).
- D. All faculty are expected to attend departmental meetings; however, if for compelling reasons an individual must be absent from the department meeting at which a personnel recommendation is to be made, then an absentee ballot may be given to the Chairperson of the Personnel Committee prior to the meeting and the absent member is counted in the quorum. Faculty on leave without salary and sabbatical leave are also eligible to cast an absentee ballot, if unable to be in attendance. If the motion for which the absentee ballot is submitted is changed, the ballot is “disallowed”.

**IX. PROCEDURES FOR DETERMINING PERSONNEL RECOMMENDATIONS**

- A. Initiating Personnel Committee Action for Regular Faculty
  1. Faculty shall consult the reappointment, tenure, and promotion calendar of the current Agreement regarding deadlines for initiating personnel actions. Each faculty

member has an individual, contractual responsibility to initiate personnel requests for reappointment, tenure, and promotion.

2. Promotion requests are initiated by a letter submitted to the Personnel Committee Chairperson and copied to the Department Chairperson at least 35 days prior to the deadline for submission to the dean.

B. Request for Leave

Leave requests should be submitted to the Personnel Committee Chairperson and Department Chairperson at the earliest possible time, since the granting of such shall in part be contingent upon the exigencies of the Department. Leaves are granted in accordance with the current Agreement and the Personnel Procedures in the Departmental Bylaws.

C. Request to Delay Tenure Consideration

At the expressed request of the faculty member, additional non-tenured appointments may be granted. Extensions may only be requested in one year increments with the maximum of two years only when consistent with the needs of the University and the professional development of the faculty member. Requests for extensions must be submitted by the first day of the Fall semester. The faculty member requesting an extension must submit a rationale, a specific and detailed plan for professional development, and reappointment materials (see Section IX.D.1.). Eligible voting faculty representing the candidate's area shall submit five copies of a written statement for support or denial, including any stipulations, for the requested extension to the Personnel Committee Chairperson within seven working days of the submission of the materials. The Personnel Committee shall meet within 14 working days from initial submission of materials to consider the request for extension. The Personnel Committee shall follow all guidelines as set out in Section IX.D.3.-12. The candidate's regular reappointment review will take place as scheduled. Candidates are responsible for submitting reappointment materials according to the calendar specified in these Procedures and in the collective bargaining Agreement (see Section IX.A.1.).

D. Procedure for Reappointment, Tenure, Promotion and Professor Salary Adjustment

1. Open review of TPR and comment upon candidate's materials by faculty colleagues is encouraged before the deadline for submission of any materials for personnel action. The candidate shall place one copy of the narrative statement, resume (see Appendix B), and support materials in the departmental office for review by faculty (see Section VI.B.) at least 30 days prior to the deadline for submission to the dean. The narrative explains how and to what extent the candidate has or has not met the criteria and standards established by the department and in the CMU/CMUFA Agreement.
2. Voting faculty representing the candidate's area shall submit five copies of a written statement of recommendations and stipulations—if any—to the Personnel Committee Chairperson at least 20 days prior to the deadline for submission to the dean (see Section VI.B.). These recommendations and stipulations, if any, should be based upon the future needs of the area and the Department, including needs as defined in the appropriate departmental and institutional documents (see Appendix D: Guidelines for Requesting New Personnel and the Agreement), and whether or not the candidate has met the criteria and standards for reappointment, tenure,

promotion, and professor salary adjustment. The recommendations shall be developed by the area minus the candidate; the stipulations, if any, shall be constructed by the same committee in conjunction with the candidate. Area recommendations shall be submitted directly to the Personnel Committee Chairperson. Notification of all personnel recommendations, to the candidate, will be made by the Personnel Committee Chairperson.

3. In the event that a candidate is from an area in which there are fewer than three voting faculty, (see Section VI.B.), excluding the candidate, the Personnel Committee shall appoint up to three voting faculty – as needed, to constitute a committee of three to review the candidate’s performance, construct and submit recommendations and stipulations, if any, to the Personnel Committee. The recommendations shall be developed by the committee minus the candidate; the stipulations, if any, shall be constructed by the same committee in conjunction with the candidate. If at all possible, this committee will remain intact for the duration of the nontenured status of the candidate.
4. P&A personnel and Temporary Faculty who have input to share about a candidate undergoing personnel review may do so upon request made to the Area Coordinator. The P&A personnel or Temporary Faculty member will meet directly with the Area faculty during the personnel deliberation. The P&A personnel or Temporary Faculty member will be excused from the meeting when general deliberations resume.
5. The Departmental Chairperson shall submit five copies of a written statement of recommendations concerning the candidate’s performance, to the Personnel Committee members at the personnel deliberation. This shall include an assessment of future departmental needs. One copy of all previous Personnel Committee recommendations, sent to the dean, will be prepared for Personnel Committee review.
6. Voting faculty (Section VI.B. excluding the candidate) may submit a typewritten statement, in accordance with the criteria and standards of Appendix A (Criteria and Standards for Tenure, Promotion and Reappointment), to the Personnel Committee Chairperson 12 days prior to the deadline for submission to the dean. These shall be signed and dated. The Personnel Committee Chairperson shall compile these into a list of statements omitting the names and distribute a copy to each committee member at the personnel deliberation.
7. The Personnel Committee Chairperson shall distribute to committee members the candidate’s narrative statement and direct them to review Appendix A, ten (10) days prior to the deadline for submission to the dean’s office.
8. In the Personnel Committee meeting, a motion for the personnel request shall be made and discussed. A two-thirds majority vote of all committee members is needed to carry the motion. For a Personnel Committee consisting of five members, three affirmative votes would be sufficient to carry any personnel action. The voting shall be done by secret ballot. A tally of the ballots will be recorded in the Personnel Committee minutes. A summary of the ballots, verified by the Department Chair and the Personnel Committee Chair, will be retained by the Department Chair until appeal periods have expired.

9. The Personnel Committee shall prepare a written recommendation, which shall include a statement of the stipulations in each of the areas of evaluation, a statement of the existing standards in each of the areas of evaluation, and a statement explaining how the candidate has and/or has not met these standards, after consideration of all submitted materials (see current Agreement). If there are any changes in the stipulations, other than editorial, the candidate shall be consulted prior to submission to the dean. Any disagreements or concerns about the revised stipulations shall be considered by the Personnel Committee prior to submission to the dean.
10. All written recommendations from the area, chair and other voting faculty shall be destroyed by the Personnel Committee Chairperson prior to adjournment of the Personnel Committee meeting.
11. One copy of the Committee's recommendation shall be retained in the department personnel file, and one copy, along with appropriate support materials, sent to the dean's office. A copy of the Committee recommendation shall be sent to the candidate no later than one week following the date of the departmental submission to the dean. The Personnel Committee Chairperson shall report at the next departmental meeting whether the motion carried. These announcements shall be published in the departmental minutes.
12. When disputes arise, individual faculty members may seek redress of grievances according to procedures found in the current Agreement.

E. Procedure for Temporary Faculty Appointments

1. The Department Chairperson shall make all recommendations for appointment of temporary faculty. Prior to submitting recommendations to the dean, the Chairperson shall:
  - a. Determine the need for temporary faculty, specific work expectations and/or conditions of appointments (e.g., alternate appointments), through consultation with each area of the Department.
  - b. Seek out eligible candidates for the available temporary faculty positions, in accordance with university processes.
  - c. Request for credentials may include the following:
    - (1) Professional resume (including a minimum of educational preparation, relevant work experience, and professional memberships).
    - (2) Official transcripts (a listing of all graduate courses and relevant undergraduate courses taken).
    - (3) Evidence of teaching effectiveness – a listing of courses taught, when and where taught, and evidence of teaching ability (letters of recommendation, student ratings, students' written comments, and/or other forms of evidence deemed relevant by the candidate).



- (4) Additional materials as requested by the Chairperson.
- d. Submit to the appropriate area(s) when possible, the candidates' credentials. The area(s) shall review and submit a recommendation relative to appointment to the Department Chairperson.
- e. Make a final decision for the department concerning the appointment and submit a recommendation to the dean.

F. Procedure for the Evaluation of Temporary Faculty

An annual review of temporary faculty shall be conducted by the respective area in which the temporary faculty are located. The materials shall be submitted to the respective area coordinator by the end of the sixth week of the spring semester. The review shall be conducted by the end of the tenth week of the spring semester with a recommendation to be submitted to the Department Chairperson in support of possible subsequent appointment, depending upon need, or denial for subsequent appointment. It is the responsibility of the Department Chairperson to inform and to provide a copy of the evaluation criteria for temporary faculty upon initial hire. Temporary faculty with initial appointment during the spring semester will submit materials for evaluation to the area coordinator at least one month prior to the next anticipated semester of employment.

Teaching effectiveness is the primary criterion for the evaluation of temporary faculty. It is the responsibility of the temporary faculty to supply evidence of:

1. Current Vita.
2. Teaching syllabi from the previous academic semester or year depending upon date of appointment.
3. Student Opinion Surveys which must include student input or a midterm evaluation as appropriate.
4. A brief narrative discussing teaching effectiveness.

G. Procedure for Requesting New Personnel

1. The Department Chair may request new personnel from the dean (see Appendix D).
2. FTE Available Due to Retirement or Resignation. If a faculty member resigns or retires, the department must obtain the approval of the Dean and the Provost to recruit to fill the position. Requests for faculty replacements should follow the procedure outlined in Appendix D.

H. Procedure for Position Reduction of Regular Faculty Appointments

When direction to reduce departmental FTE is received from the administration, the Department Chairperson shall call a special department meeting at which time each area will make a presentation which documents the rationale for reducing or not reducing FTE from their respective area. Guidelines for items which may be included in the presentation can be found in Appendix D. Following the presentation from each area, the Department Chairperson may present any additional information deemed necessary for making an

informed recommendation to the Dean. Following all presentations, each area will be directed to meet individually to discuss the information presented. At a subsequent meeting, one ballot per area will be cast for the area that should have their FTE reduced. In the event that no area receives a majority of the votes for FTE reduction, the Department Chairperson will cast the deciding ballot and provide a brief rationale.

I. Procedure for Assigning Summer, Off-Campus, and Distance Delivered Teaching Positions

When a summer, off-campus, or distance delivered teaching assignment needs to be filled, the Department Chairperson will consult with the area in which the course is housed. If more than one faculty member wishes to teach, a rotational system, as determined by the area, will be implemented. The final decisions as to who teaches will be the decision of the Department Chair with approval of the Dean, based on guidelines set forth in the Agreement and on faculty productivity. A special topics course offered in the summer must have a minimum of fifteen (15) students enrolled to be offered. If no member of the faculty wishes to teach an off-campus and/or distance delivered class, then ProfEd will send the credentials of acceptable candidates to the Department. These will be reviewed and evaluated as to acceptability by the faculty in the area from which the course is housed, with final approval by the Department Chairperson.

J. Procedure for Sabbatical Leave Request

1. Faculty intending to apply for sabbatical leave must inform the Department Chairperson, in writing, by the last week of the Spring semester prior to when the proposal will be submitted. Sabbatical leave requests and proposals must be submitted to the Department Chairperson by the Monday prior to the first day of classes of the Fall semester. The Department Chairperson will then notify the personnel committee of the proposal submission.

Proposal Format

The “Sabbatical Leave Administrative Rules and Procedures” are available at the Faculty Personnel Services website ([www.fps.cmich.edu](http://www.fps.cmich.edu)). The proposal should also include the following items when submitted to the Department Chairperson:

- a. Resume of scholarly and/or creative activities;
  - b. Student Opinion Survey (S.O.S.) since the last personnel decision;
  - c. One copy of the narrative statement of achievements since the last personnel decision;
  - d. One copy of the sabbatical leave proposal; and
  - e. Support materials.
2. The candidate shall place one copy of sabbatical leave request materials in the departmental office for review by the area by Monday prior to the first day of classes of the fall semester. Voting faculty representing the candidate’s area must meet to review sabbatical materials at least two (2) weeks prior to Personnel Committee meeting in order to accommodate the revisionary period (see IX.J.7.).

3. Voting faculty representing the candidate's area shall submit to the personnel committee, at least 12 days prior to the deadline for submission to the dean, five copies of a written statement evaluating the sabbatical leave request proposal. The written statement shall address:
  - a. The quality of the proposal, its probable value to the professional development of the individual, and the contribution to the University and students;
  - b. Evidence which exhibits sound preliminary planning of the project and ability to complete the project;
  - c. Past record of teaching effectiveness, scholarly and creative activity, professional development and service to the University, research, teaching, and other scholarly activity;
  - d. Potential value of the completed project to the University, the applicant's college, professional area, and students;
  - e. The years of service applicable toward the leave; and
  - f. Impact on department programs.
4. Next, the candidate submits to the Personnel Committee Chairperson, at least 10 days prior to the deadline submission to the dean, five copies of the candidate's narrative statement. The candidate's materials shall reflect changes, if any, recommended by the candidate's area faculty.
5. The Department Chairperson shall submit five copies of a written statement of recommendations concerning the candidate's sabbatical leave request to the Personnel Committee members at the personnel deliberation.
6. The Personnel Committee Chairperson shall distribute to committee members the area's written recommendation, the Chair's statement, and the candidate's narrative statement and direct them to review the materials prior to the deadline for submission to the dean's office.
7. If the proposal is denied, the candidate will be given a written explanation indicating the reason(s) for denial. Where revisions are suggested, the candidate will be given up to two (2) weeks to resubmit the proposal to the Personnel Committee as appropriate.

## **X. PROCEDURES FOR EVALUATION OF DEPARTMENT CHAIRPERSON**

### **A. Informal Evaluation**

1. By the end of the 8<sup>th</sup> week of the Fall semester (2<sup>nd</sup> year of appointment for new or Interim Department Chairperson), the Department Chairperson shall submit 6 copies of a summary of administrative achievements/accomplishments since the last year's evaluation to the Personnel Committee Chairperson. One copy will be made available for faculty, P&A and OP personnel to review.

2. During the 9<sup>th</sup> week of the Fall semester the Personnel Committee Chairperson shall distribute copies of the Rating Sheet and any other evaluation material(s) chosen by the Chairperson (see Appendix C) to all faculty, P&A and OP personnel and instruct them to return the evaluation materials and any typewritten comments to the Personnel Committee Chairperson within one (1) week. The Personnel Committee Chairperson is charged with insuring the anonymity of the evaluators. The Personnel Committee Chairperson shall compile these into a list of statements and distribute a copy to each committee member at the Personnel Committee meeting.
3. Within two (2) weeks of receipt of the evaluation materials, the Personnel Committee shall prepare a summary statement of all evaluation materials. A department meeting will be convened, chaired by the Chairperson of the Personnel Committee, to present copies of the summary statement to the faculty, P&A and OP personnel for discussion and approval. The Department Chairperson shall be excused from this meeting. A comparison with the previous year's evaluation shall be provided. The statement shall be voted on by secret ballot by those persons eligible to vote (see Section VI.C.). A tally of the ballots will be recorded in the Personnel Committee minutes. Ballots will be retained by Personnel Committee Chair until appeal periods have expired.
4. The summary statement and the evaluation materials shall be presented to the Department Chairperson within one (1) week of the statement's approval. A copy of the statement and evaluation materials summary shall be forwarded to the Dean, and a copy will be placed in the Department Chairperson's Personnel file.

B. Formal Evaluation

1. If the incumbent desires to be considered for a subsequent appointment, the department shall evaluate the incumbent in the fall semester of the final year of appointment. The incumbent shall notify in writing the Personnel Committee Chairperson with respect to his/her intent to seek a subsequent appointment and the desired term of such reappointment by the end of the first (1<sup>st</sup>) week of classes. By the end of the fifth (5<sup>th</sup>) week of the semester the Department Chairperson shall submit 6 copies of a summary of administrative achievements/accomplishments for the previous term of appointment to the Personnel Committee Chairperson. One copy will be made available for faculty, P&A and OP personnel review.
2. If the incumbent does not desire to be considered for a subsequent appointment, the department shall conduct an Informal Evaluation according to procedures outlined in Section X.A.
3. The procedures for formal evaluation of the incumbent are as follows:
  - a. During the sixth (6<sup>th</sup>) week of the Fall semester the Personnel Committee Chairperson shall distribute copies of the rating sheet (see Appendix C) to all faculty, P&A and OP personnel. The rating sheets and typewritten comments shall be returned to the Personnel Committee Chairperson within one (1) week. Both the rating sheet and typewritten comments shall be signed and dated. The Personnel Committee Chairperson shall compile these into a list of statements omitting names and distribute a copy to each committee member.

- b. Within two (2) weeks of receipt of the rating sheets, the Personnel Committee shall numerically summarize the objective portion of the rating sheet. A summary statement based upon the numerical data and written comments made by faculty, P&A and OP personnel will be prepared. A department meeting will be convened, chaired by the Chairperson of the Personnel Committee, to present copies of the summary statement to the faculty, P&A and OP personnel for discussion and approval. The Department Chairperson shall be excused from this meeting. A comparison with the previous year's evaluation shall be provided. The statement shall be voted on by secret ballot by those persons eligible to vote (see Section VI.C.). A tally of the ballots will be recorded in the Personnel Committee minutes. Ballots will be retained by Personnel Committee Chair until appeal periods have expired.
- c. A motion to recommend a subsequent appointment and the term of that appointment shall be made and discussed by the faculty, P&A and OP personnel. The Personnel Committee Chairperson shall announce the number of affirmative ballots required to carry the question and shall name those persons eligible to vote (see Section VI.C.). The voting shall be done by secret ballot. The Personnel Committee shall count the ballots and announce whether the motion passed or failed. The ballots then shall be retained by the Personnel Committee Chair until appeal periods have expired. The same announcement shall be published in the department minutes.
- d. The departmental recommendation, the summary statement, the numerical data from the rating sheets, and the written comments from the rating sheets shall be presented to the Department Chairperson within one (1) week of the statement's approval. The Personnel Committee Chairperson shall present the same materials to the Dean no later than three (3) weeks following the statement's approval. A copy of the statement and the rating summary shall be retained by the Personnel Committee Chairperson.
- e. The Department Chairperson may appeal by notifying the Personnel Committee Chairperson within five (5) days of receipt of the departmental recommendation. The Personnel Committee Chairperson shall assemble the faculty, P&A and OP personnel to review the appeal and to formulate an appropriate response.

## **XI. DEPARTMENTAL COMMITTEES**

All departmental committees shall be composed of individuals representing the three areas of the department.

- 1) Design and Merchandising
- 2) Foods and Nutrition
- 3) Human Development and Family Studies

Each member will serve three (3) years with the terms of office staggered so that one member is replaced each year. Elections shall take place prior to October 1 of each academic year.

A. Area Coordinators

1. The purpose of the Area Committees is to address administrative issues relevant to the specific Area and serve as a communication conduit for departmental affairs and issues. Substantive issues such as course offerings, teaching loads, program composition, curricular changes, personnel decisions concerning faculty and staff in the Area, should have the recommendation of the Area faculty before being forwarded to the Department Chair.
2. The role of the Area Coordinator is to represent the Area on the departmental Coordinator's Council and preside over the Area performing administrative duties such as calling meetings, setting agendas and working collaboratively with the Department Chairperson for relevant Area issues. Examples might include: identifying temporary and adjunct faculty to teach in the Area, recommending teaching loads, determining course offerings and course schedules, and identifying resources needed by the Area. At the last area meeting of each academic year (Spring semester), each Area will elect an Area Coordinator who is a regular tenured or tenure track faculty member to serve as Area Coordinator for the coming academic year. The Area will also elect an alternate to serve in the absence of the Coordinator.

B. Personnel Committee

1. The Personnel Committee shall be composed of the Department Chairperson and four tenured faculty members who are elected by the voting faculty (see Section VI.B.).
2. The Personnel Committee is responsible for reviewing and submitting all reappointment, tenure, promotion, and professor salary adjustment recommendations to the Department Chair, as well as those concerning request for extension of probationary years toward tenure, leaves of absence, sabbatical leaves, and the formal or annual informal evaluation of the Chairperson or interim, in accordance with the current department bylaws and Agreement. When a personnel recommendation is to be made involving a member of the Personnel Committee, an alternate eligible faculty member shall be elected by the voting faculty to serve during this period (see Section VI.B.).

C. Search Committees for Regular and Full-Time Temporary Faculty

1. A Search Committee shall be formed at the Area meeting for each regular and full-time temporary faculty (excluding Department Chairperson) position and shall consist of at least four persons including: the Department Chairperson as an ex-officio member, at least three regular full-time faculty of the area in which the search is being conducted, and additional members as needed. Full and Part-time temporary faculty and P&A personnel who have completed two consecutive academic years of service to the department may serve as additional members of the Search Committee and are eligible to vote on Search Committee recommendations.
2. The Department Chair will advise the department when faculty positions have been approved. Searches for faculty positions will be conducted in compliance with

procedures available at [www.fps.cmich.edu](http://www.fps.cmich.edu), as well as other college guidelines available in the office of the Department or Dean.

3. The Search Committee is charged with developing the criteria for the position, preparing vacancy notices and advertisements and submitting them for approval by the Dean and Faculty Personnel Services. The Search Committee will also screen and interview the approved applicants.
4. Files of all applicants shall be available for faculty review. The Search Committee shall consider views of available faculty.

D. Search Committee for Department Chairperson

1. The committee shall be composed of at least four members, representing all areas, including at least one non-tenured faculty member and additional members as needed. Temporary faculty, P&A and OP personnel who have completed two consecutive academic years of service to the department may serve as additional members of the Search Committee and are eligible to vote on Search Committee recommendations.
2. The Search Committee will follow the “College of Education and Human Services Recruitment Guidelines” which may be obtained from the Department or Dean’s Office. The committee is charged with developing the criteria for the position, as approved by the Dean, FPS, and Affirmative Action Office, preparing vacancy notices and advertisements, and submitting them for approval by the faculty. Resumes, letters of recommendation and other supporting materials concerning the applicants shall be available for review by all faculty, P&A and OP personnel. Additional information from references may be solicited by the committee in accordance with College and University procedures and presented to the Department. After the initial screening and before the applicants are selected for an on-campus interview, the Committee shall present their recommendations to the Department. Following on-campus interviews, the Committee shall present to the Department the list of final applicants for consideration. The candidate to be recommended to the Dean will be determined by those eligible to vote. Voting on each applicant shall be by secret ballot with two-thirds required to carry the question (see Section VI.C.).
3. The Search Committee Chairperson shall submit appointment recommendations to the Dean for approval.

E. Search Committee for Interim Department Chairperson

1. The committee shall be composed of the area coordinators. The committee is charged with developing the criteria for the position, preparing vacancy notices, advertisements, setting the deadline for submission of candidate’s application materials, and submitting them for approval by the Department. The application materials should include a professional resume and brief statements of administrative and educational philosophy. The application materials shall be available for review by all faculty, P&A and OP personnel. Additional information may be solicited by the committee in accordance with College and University procedures and presented to the Department.

2. Voting on each applicant shall be by secret ballot with two-thirds required to carry the question (see Section VI.C.). The Search Committee will be responsible for counting the ballots.
3. The Search Committee Chairperson shall submit appointment recommendation to the Dean for approval.

F. Bylaws Committee

1. The Bylaws Committee shall consist of three (3) regular faculty members elected by the department.
2. The Bylaws Committee annually shall review and make recommendations regarding revisions of the Bylaws. The Agreement must be considered in this review.

G. Curriculum Committee

1. The Curriculum Committee shall consist of one representative from each area of the department, the Department Chairperson (ex-officio), and the department representative to the EHS Curriculum Committee (ex-officio, unless one is also serving as the area representative), nominated by the department areas and appointed by the Department Chairperson.
2. At the first area meeting of each academic year (Fall semester) each area shall select a member of their group to serve as a representative to the Curriculum Committee.
3. The functions of the Curriculum Committee are to: (a) review departmental curricula and make recommendations to the department concerning curricula changes, (b) make decisions on curricula changes initiated by the departmental areas, (c) respond to official inquiries from University offices, departments, committees, etc., and (d) be responsible for making editorial changes to the Bulletin.

## **XII. BYLAWS**

### Revisions and Amending Process

1. The draft document is distributed to faculty and P&A personnel.
2. Faculty and P&A personnel shall have a minimum of five (5) class days to review the draft document.
3. Faculty members and P&A personnel may present written proposed changes to the draft document to the Bylaws Committee. Copies of the proposed changes are to be distributed to the faculty and P&A personnel at least two days prior to the meeting at which they are to be voted on.
4. Substantive changes are to be ratified by a simple majority of the voting faculty and P&A personnel (see Section VI. for voting guidelines for personnel and chairperson bylaws changes).
5. The revised draft document shall be reviewed for a minimum of five (5) class days prior to ratification vote.



6. The final document shall be approved by a simple majority of the voting faculty and P&A personnel (See Section VI.A.).

**XIII. ROBERT'S RULES OF ORDER**

Robert's Rules of Order shall be used to determine questions of procedure not specifically covered in these bylaws.

## APPENDIX A

### Criteria and Standards for Tenure, Promotion and Reappointment

The criteria and standards to be applied in reviewing and making recommendations and/or decisions on applications for tenure, promotion, and reappointment are those specified in the CMU/FA Agreement and the departmental bylaws, of which Appendix A is a part. The indicators used to meet the standards are intended to be used as guidelines for review of an individual's application for reappointment, tenure and/or promotion. It is recognized that these guidelines are not all-inclusive and that other indicators of achievement may be used to supplement the indicators listed. It is the responsibility of the individual faculty member to 1) initiate all personnel requests, 2) provide documentation of accomplishments and to justify any arguments made for how one's work reflects significant achievements in teaching, research and creative endeavors, and service and 3) to document consistent progress toward reappointment, tenure and/or promotion. It is the responsibility of the faculty in the area and the Personnel Committee to evaluate these accomplishments in light of the documentation provided.

In accordance with the current CMU/FA Agreement, reappointment and tenure decisions will also be based upon the individual's promise, and the future needs of the University. It is assumed that both candidates and faculty members evaluating candidates' materials will work cooperatively and adhere to professional ethics. If any provision in this document is inconsistent with those in the collective bargaining agreement, university policies, appropriate accrediting or certification standards, or state and federal law or regulations, such inconsistent provision shall be null and void.

#### Reappointment

The focus of reappointment is on the candidate's progress toward personal goals and fit with departmental objectives so that an ongoing judgment can be made as to the potential the candidate has to become a viable, active member of the Department, the College, and the University as a whole. All documented activities to be reviewed for reappointment must have occurred since being hired at Central Michigan University or since the last reappointment application.

#### Tenure

The grant of tenure is one of the most significant acts of the university. The decision follows and is based on two complementary judgments: 1) achievements and promise of the candidate, and 2) the future needs of the University. To be considered for tenure at all ranks one must meet the criteria and standards that follow in this appendix. With three exceptions (senior university officers requesting tenure and individuals requesting tenure at the professor and associate professor ranks), these activities must have occurred since being hired at Central Michigan University. In cases of senior university officers requesting tenure, the procedures will be determined by the departmental Personnel Committee. For tenure of a faculty member hired at the associate or professor rank, accomplishments in teaching, research, and service completed prior to being hired at Central Michigan University may be considered in partial fulfillment of tenure requirements as stipulated in the initial contract letter. In accordance with the current CMU/FA Agreement, at the request of the faculty member, full-time service at another institution and full-time service as a temporary faculty member at Central Michigan University may be included toward fulfilling the probationary period leading to tenure. Such a request must be specified in the initial letter of appointment.

## **Promotion**

Promotion signifies advancement in rank as a result of the merits of the faculty member's achievements. In all cases these achievements must have occurred since being hired at Central Michigan University and since one's last promotion or as specified in the letter of appointment.

### **CRITERION: TEACHING EFFECTIVENESS**

Effective teaching is critical to successful education of students. It is expected that faculty applying for reappointment, promotion and/or tenure at all levels achieve the following minimum standards of teaching effectiveness:

1. Satisfactory teaching evaluations, as compared to department, college, and university scores including student input as measured by the official CMU student opinion survey. Although the CMU survey is important for comparisons with department, college, and university means, faculty may supplement the SOS scores with an alternative measure.
2. Demonstrated knowledge/achievement in one's subject area. Evidence of this may include course syllabi or outlines, handouts, assignments, study guides, examples of exams, other examples of original materials or methods used in teaching.

### **Standards For Reappointment**

In addition to the minimum standards expected of all faculty for teaching, candidates seeking reappointment should provide evidence that they are also engaged in at least two other activities listed in either Category A or Category B since their appointment or their last reappointment.

### **Standards For Tenure And Promotion**

#### Tenure at Assistant Professor and Tenure and/or Promotion to Associate Professor

Additional standards for tenure and promotion may be met by accomplishing:

Any 3 items from Category A OR

Any 2 items from Category A and any 2 items from Category B.

#### Tenure at Full Professor or Promotion from Associate to Full Professor

Additional standards for tenure and promotion may be met by accomplishing:

Any 4 items from Category A OR

Any 3 items from Category A and any 2 items from Category B

#### Professor Salary Supplement CMU/FA Agreement

Consistent with the CMU/FA Agreement, standards for professor supplements will be the same as those established for promotion from associate to full professor.

It should be noted that standards in Category A or B may be counted more than once except where noted.

**Category A** – Examples may include:

- Receipt and successful completion of instructional grants, e.g., Professional Growth Funds or Instructional Technology.
- Leadership for new program development or significant revision of an existing program.
- Development and implementation of a curricular activity such as development and teaching of a new course.
- Development and teaching of a distance learning course, a web based course, an interactive television (ITV) course or other significant instructional technology-based curricular innovation.
- Supervision of student research resulting in presentation at the Student Research and Creative Endeavors exhibition.
- Formal peer evaluation, documented by a “minimum of two” written evaluator reports and involving multiple indicators such as videotapes or internal and external evaluators.
- Recognitions of teaching effectiveness such as teaching awards.
- Development and teaching of new Special Theme courses.
- Supervision of student research or creative endeavor resulting in a state, regional, national, or international refereed presentation, publication or exhibition.
- Advisor for graduate student thesis committee or supervision of Plan B project.
- Invitation to be a keynote speaker at a national conference related to teaching (e.g. Lilly).
- Achievement of a professional recognition or certification through examination, review or award.
- Attendance at a national or international workshop, symposium, conference, or seminar designed to update and upgrade professional expertise.

**Category B** – Examples may include:

- Submission of instructional grant proposals, special theme courses, or other curricular initiatives.
- Development of a new laboratory component which supplements a lecture component.
- Direction of a student research or creative endeavor activity outside an independent study or regular course format.
- Evidence of an innovative curriculum development other than technology based.
- Significant involvement in a curricular revision.
- Supervision of independent studies.\*
- Demonstrated effectiveness in student advising.\*
- Significant use of technology in the classroom, including but not limited to use of Smart Cart or mediated classrooms.\*
- Consistent offering of study sessions outside of regular class time.\*
- Significant use of service learning in the curriculum.\*
- An informal peer evaluation, documented by a written evaluator report.\*
- Consistent use of field trips of a significant nature.\*
- Completion of a course in professional area resulting in academic credit or CEU.
- Attendance at state or regional workshops, symposia, conferences, or seminars designed to update professional expertise.

\*Single asterisk items will count only once as a general accomplishment over the course of the reappointment, tenure, or promotion period.

## **CRITERION: SCHOLARLY AND CREATIVE ENDEAVORS**

One of the primary missions of the university is the discovery, development, and dissemination of original findings, ideas, and creations. Faculty at all levels of the university are, therefore, expected to be actively involved in their professional fields in scholarly and creative endeavors. The standards included in this section generally give greater weight to the end products of scholarly and creative work but also include the diverse array of activities that might be performed in support of this work. Authors, whether a single author or one of multiple authors, must justify their contribution to the scholarly or creative work in terms of work completed, quality, and significance to the field.

Indicators may be counted more than once. For example, each national peer reviewed presentation counts as a separate achievement. Additionally, a published manuscript based on the presentation would also count as a separate accomplishment. Separate presentations or publications of identical work would not, however, represent a significant accomplishment. Documentation for these accomplishments may take the form of copies or reprints, letters of acceptance of manuscript from editors, conference proceedings, a portfolio of work displayed with supporting evidence of judging, etc. It is the responsibility of the applicant to demonstrate that an accomplishment is quality work, significant and consistent with the expectations of these standards.

### **Standards For Reappointment**

It is required that the candidate demonstrates development of or progress toward scholarly and creative activities since the last reappointment review. Evidence may be demonstrated by any of the following:

- submission or acceptance of a refereed manuscript for publication or acceptance of a manuscript for publication from editor(s).
- submission or acceptance of a creative display or exhibit for juried show for competition.
- submission or presentation of a refereed paper at professional conference.
- submission or receipt of a grant to conduct research or creative project.
- documentation of progress made in ongoing research or creative project.

### **Standards For Tenure And Promotion**

#### Tenure at Assistant Professor and Tenure and/or Promotion to Associate Professor

Additional standards for tenure and promotion may be met by accomplishing:

Any 3 items from Category A OR

Any 2 items from Category A and any 2 items from Category B.

#### Tenure at Full Professor or Promotion from Associate to Full Professor

Additional standards for tenure and promotion may be met by accomplishing:

Any 4 items from Category A OR

Any 3 items from Category A and any 2 items from Category B.

#### Professor Salary Supplement CMU/FA Agreement

Consistent with the CMU/FA Agreement, standards for professor supplements will be the same as those established for promotion from associate to full professor.

**Category A** – Examples may include:

- Article accepted or published in a refereed national or international journal (first author or significant contribution as a subsequent author).
- Chapter published in a refereed scholarly book or monograph (first author or significant contribution as a subsequent author).
- A professionally reviewed scholarly book or monograph published by a national or international publishing company or professional association may normally count as one or two accomplishments for co-authors and one, two, or three accomplishments for a single author. It is the burden of the author(s) to justify the content and quality of the work.
- Work of a significant nature in terms of scope, size, or distribution may count as more than one accomplishment within this category.
- Creative display or exhibition for national or international juried show or competition (with supporting documents).
- Nationally marketed, and peer reviewed video production, computer software, multimedia product or other similar material in professional area.
- Externally funded research or creative project of a significant nature in terms of competition, dollar amount, or size of project.
- Subsequent edition of a professionally reviewed scholarly book or manuscript (first author or significant contribution as a subsequent author) requiring a major investment of time resulting in significant revisions in content.
- Grant relating to the scholarship of teaching.

**Category B** – Examples may include:

- Article accepted or published in a refereed regional or state journal (first author or significant contribution as a subsequent author).
- Chapter published in a non-refereed scholarly book published by national or international publishing company or professional association (first author or significant contribution as a subsequent author).
- Creative display or exhibition for state or regional juried show or competition (with supporting documents).
- Juried presentation at national or international conference (first author or significant contribution as a subsequent author).
- Externally funded research or creative project not counted in Category A.
- Receipt of and successful completion of an FRCE research grant, or other CMU awards or funds to support research or creative project awarded through a review process.
- Article/Chapter/or Book from Category A as second or later author/editor.
- Subsequent edition of a professionally reviewed scholarly book or monograph (first author or significant contribution as a subsequent author) not counted in Category A.
- Book review or notice published in a professional journal.
- Creative design work of a particular project as evidence of sustained creative involvement (external review required)\*

\*Single asterisk items will count only once as a general accomplishment over the course of the reappointment, tenure, or promotion period.

## **CRITERION: SERVICE**

The Department, College, and University cannot achieve its shared governance without the active participation of its faculty. Further, the University is to service the residents of Mt. Pleasant, Central Michigan, the State of Michigan, nationally and beyond. Service to these constituents is service to the “community” and considered deserving of merit.

It is required that the candidate demonstrate on-going and increased involvement in activities related to the department, college, or university. University service may be supplemented by public service which is related to the faculty member’s discipline. The focus of these indicators is to recognize the activities performed by faculty which furthers the missions of the department, college or university and support for the functions of those bodies.

Indicators may be counted more than once if the indicator is met in a different setting. For example, demonstrated effective service as chair of a committee may be counted as the accomplishment of two indicators of service if the faculty member chaired two different committees.

### **Standards For Reappointment**

It is required for reappointment that the candidate serve on departmental committees. Participation in departmental faculty meetings and individual area meetings is acceptable committee involvement for first year appointees. Following the first year, the candidate shall provide evidence that they are also engaged in at least two other activities listed in either Category A or B since their appointment or their last reappointment.

### **Standards For Tenure And Promotion**

#### Tenure at Assistant Professor and Tenure and/or Promotion to Associate Professor

Additional standards for tenure and promotion may be met by accomplishing:

- Any 3 items from Category A OR
- Any 2 items from Category A and any 2 items from Category B.

#### Tenure at Full Professor or Promotion from Associate to Full Professor

Additional standards for tenure and promotion may be met by accomplishing:

- Any 4 items from Category A OR
- Any 3 items from Category A and any 2 items from Category B.

#### Professor Salary Supplement CMU/FA Agreement

Consistent with the CMU/FA Agreement, standards for professor supplements will be the same as those established for promotion from associate to full professor.

#### Category A – Examples may include:

- Demonstrated effective service as chair of a committee.
- Significant responsibility to a national, state, regional, or local organization.
- Demonstrated effective and active membership on a task force.
- Officer or Board member of the Faculty Association.
- Organization and implementation of a workshop, conference, or teleconference.
- Significant role as advisor or resource person to any administrative office.
- Serving as the department’s representative to the Academic Senate for three years (one term).
- Acquisition of a significant non-teaching, non-research grant.
- Acquisition of a significant equipment (or other non-monetary) donation.
- Demonstrated active role as advisor to a student organization.
- Leadership in on-campus seminars, colloquia, or conferences.

- International travel to promote awareness of professional issues.
- Reviewer for a national or international publication or conference.

**Category B** – Examples may include:

- Demonstrated active service on a committee as a member.
- Demonstrated effective services as area coordinator.
- Demonstrated effective service as a program director.
- Assistance in the acquisition of significant funds or a significant equipment donation.
- Service to other faculty for peer review purposes.
- The receipt of an award for service to one's discipline.
- Mentoring a new faculty member.
- The development of an outreach program to benefit students.
- Initiation of an organization and administration of a program advisory council or board.
- Presentation on campus or in the community but outside the department (e.g., guest lecturing).
- Preparation of significant non-research, non-teaching grants.
- Participating in broader educational outreach events of the University: e.g., radio or television guest appearance.
- Serving the university, college or department for student recruitment, and orientation events or career counseling.
- Acquisition of non-teaching, non-research grants or equipment donations.
- The organization and administration of a show of student work.
- Serving as a consultant outside the university representing the department, area or relevant programs.
- Active membership in a local, state, regional, national or international professional association or organization.
- Reviewer for a state or regional publication or conference.
- National travel to promote awareness of professional issues.

**Definition of terms**

**Significant** – demonstrated by authority/responsibility, amount of resources controlled, length of time activity lasts, the high quality of results affecting the most people, the overall cost or dollar value.

**Effective** – demonstrated by what was accomplished both in quantity and quality.

**Active** – frequency of participation, responsibilities and activities assumed.

**Demonstrated** – shown with documentation, example or other evidence.

**Quality** – Quality of material submitted for consideration of reappointment, tenure, or promotion is determined by the expertise of the regular faculty in the candidate's program area, by the department personnel committee, and by the department chairperson.



## **APPENDIX B**

Suggested Resume Style\*:

The resume should include the background information and four categories listed below:

- A. Background information
  - 1. Degrees Held
  - 2. Work Experience
  
- B. Criteria and Standards Categories (see Appendix A for indicators in these categories that may be used for documentation.)
  - 1. Teaching Effectiveness
  - 2. Scholarly and Creative Endeavors
  - 3. University and Community Service

\*Sample resumes are available in the Department reading room.

## APPENDIX C

### Rating Sheet for Evaluation of Chairperson

Please complete this evaluation form and return it to the chair of the personnel committee. The Chair will receive the average of the numerical values and a composite of all comments. Your evaluation and specific comments are important and will assist the Chairperson in meeting their responsibilities.

Name of person being rated: \_\_\_\_\_

Instructions: Check the appropriate box for each item. Low=Strongly Disagree, High=Strongly Agree, U/J=Unable to Judge. Write overall comments at the end of each section.

|  | LOW                      |                          |                          |                          |                          | HIGH                     |  |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--|
| <b>I. LEADERSHIP AND COMMUNICATION</b>   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>U/J</b>               |  |
| 1. Involves the faculty and staff in decision-making phases of departmental operations, exhibiting open-mindedness and adaptability. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |
| 2. Encourages communication and interaction within the department.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |
| 3. Chairs departmental meetings effectively.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |
| 4. Chairs area coordinator meetings effectively; works collaboratively with area coordinators.                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |
| 5. Effectively advocates the needs of the department to the Dean and other administrators within the university.                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |
| 6. Effectively communicates and interprets college and university decisions to the faculty and staff.                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |
| 7. Effectively promotes public relations, departmental image and reputation on and off campus.                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |
| 8. Initiates and sustains actions toward defined goals.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |  |

Comments:

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| II. RELATIONSHIP TO FACULTY AND STAFF   | LOW                      |                          |                          |                          | HIGH                     | U/J                      |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | 1                        | 2                        | 3                        | 4                        | 5                        |                          |
| 9. Effectively aids in the selection of qualified faculty and P&As.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Effectively aids in the selection of qualified office staff.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Attempts to distribute faculty responsibilities fairly.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Attempts to distribute staff responsibilities fairly.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Makes self available to faculty and staff and listens to them.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Invites and considers suggestions from faculty and staff.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Expresses confidence in and support for the faculty and staff.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Encourages and helps faculty and staff to continue professional development.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Effectively allocates clerical and other supporting services to the faculty and staff within limitations of available budget and personnel. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. Exercises independent judgments and recommendations relative to personnel decisions.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. Effectively evaluates faculty and staff.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. Provides constructive feedback to faculty and staff.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. Demonstrates interpersonal relations that foster a professional working atmosphere.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. Is open to constructive criticism.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. Demonstrates objectivity in professional relationships with faculty and staff.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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| Comments: |
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| <b>III. RELATIONSHIP TO STUDENTS</b>  | <b>LOW</b>               |                          |                          |                          | <b>HIGH</b>              |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>U/J</b>               |
| 24. Understands and has concern for the needs of students.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. Keeps the needs and concerns of students in mind when planning programs, courses, and schedules.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. Makes self available to students for advising, counseling and grievances.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. Provides information and assistance for prospective and incoming students.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. Encourages student clubs and organizations which foster achievement and professional development. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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| Comments: |
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| <b>IV. ADMINISTRATIVE EXPERTISE</b>  | <b>LOW</b>               |                          |                          |                          | <b>HIGH</b>              |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>U/J</b>               |
| 29. Participates effectively on committees and organizations which affect departmental activity.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30. Serves as a liaison and advocate between the department and other departments and support units.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 31. Effectively coordinates departmental activities with college and university procedures.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. Aggressively seeks support from higher administration for human and material resources necessary for achievement of departmental objectives. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. Manages departmental budget effectively.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 34. Objectively allocates resources among program areas.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 35. Ensures the accurate preparation of bulletin information and schedules of class offerings in accordance with deadlines.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 36. Effectively manages the departmental program reviews and other similar departmental evaluations.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 37. Supports accreditation processes within the department.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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| Comments: |
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| V. PROGRAM DEVELOPMENT AND INSTRUCTIONAL IMPROVEMENT   | LOW                      |                          |                          |                          |                          | HIGH                     | U/J                      |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | 1                        | 2                        | 3                        | 4                        | 5                        |                          |                          |
| 38. Supports activities designed to nurture the growth of academic excellence in the department.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 39. Encourages faculty and staff to maintain high academic standards.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 40. Encourages faculty and staff to develop and revise curricula to meet changing demands.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 41. Encourages experimentation in instructional activities, research and creative endeavors.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 42. Promotes the submission of internal and external grants and contracts.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 43. Keeps abreast of new developments in human environmental studies in higher education, and shares information with faculty and staff.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 44. Conveys a sincere desire to improve the quality of classroom instruction by providing resources and opportunities for professional growth. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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| VI. MANAGEMENT OF THE HUMAN ENVIRONMENTAL STUDIES OFFICES | LOW                      |                          |                          |                          |                          | HIGH                     | U/J                      |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | 1                        | 2                        | 3                        | 4                        | 5                        |                          |                          |
| 45. Manages a well-organized and efficient office.        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 46. Works effectively with clerical staff.                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

47. Efficiently oversees departmental correspondence, record keeping, reports, supplies, and other duties.

|                          |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

48. Spends an adequate amount of time in the office to take care of departmental responsibilities.

|                          |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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Additional Comments:

## **APPENDIX D**

### **Guidelines for Requesting New Personnel**

1. Notification of intent to Chairperson and area coordinators.
2. Written justification which may include:
  - Enrollment history
  - History of faculty overloads
  - Usage of part-time faculty
  - Program maintenance and growth
  - Congruency with department/area mission and goals
  - Advisory load
  - Unique considerations of area
  - Projections for the future
  - Other considerations
  - National needs
  - Employment prospects for graduates
3. Receive support of the Chairperson.
4. Request from Dean with justification materials forwarded.
5. Request to Provost if support by Dean is positive.
6. Provost approval, if received, is communicated by Dean.