

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

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DEPARTMENT OF HISTORY

Departmental Procedures, Criteria, Standards, and Bylaws

Introduction: If any provision of these bylaws is inconsistent with provisions in the CMU/FA Agreement, CMU/UTF Agreement, or state or federal law, such provision shall be null and void. The implementation date of newly adopted policies and procedures is regulated by provisions of the CMU/FA Agreement.

I. THE DEPARTMENT

- A. Membership: All persons with tenured, tenure-track, and at least half-time fixed-term appointments in the Department of History are members of the department. Within this document “tenured” will mean all those who have been granted tenure by the Board of Trustees.
- B. Voting rights: All tenured and tenure-track members of the department may vote on all matters except as restricted below:
 - 1. A member must be present to exercise the right to vote, except when absent to attend a university committee meeting or when engaged in a teaching or scholarly activity that prevents attendance. A member who will be absent for one of these specified exceptions may leave an absentee ballot on any issue with the chair before the meeting.
 - 2. Faculty members currently or previously related by family or marriage or having a similar openly acknowledged relationship with a member of the department shall not be present during personnel discussions or voting on personnel recommendations affecting that associated faculty member.
- C. In all meetings regarding personnel, policies, procedures, criteria, standards or bylaws of the department, a quorum shall consist of two-thirds of all department voting members on regular appointment (as qualified in Sections I. B. 1-2) exclusive of those currently on leave (e.g., sabbatical, medical, personal) and not attending the current meeting. Voting members on leave shall retain full rights (as qualified in Section I. B. 1) to participate and vote in all department meetings, including the right to vote on policy and personnel matters, and if present or voting by absentee ballot, they shall count as part of the two-thirds required to constitute a quorum. On all other matters all department members may vote and the quorum shall be one half of eligible voters.
- D. The chair of the department calls meetings of the department as appropriate. The announced agenda of any meeting may be modified by common consent or by vote. Agenda items concerning policies, procedures, and personnel must be announced a specified number of days before the meeting, as noted below:

1. The agenda for any department meeting considering reappointment, tenure, promotion, or sabbatical shall be distributed at least six days before the date of the meeting, exclusive of Saturdays, Sundays, and holidays. All votes on employment, reappointment, tenure, and promotion shall be by ballot vote in the department meetings.
2. The agenda for any department meeting considering policies, procedures, criteria, and standards of the department shall be distributed at least three days before the date of the meeting, exclusive of Saturdays, Sundays, and holidays. Policies, procedures, criteria, and standards of the department may be established, modified, or discontinued only by ballot vote in department meetings.

II. GOVERNANCE

- A. The Chair is the executive of the department. All legislative power rests with the department in formal meeting. Decisions by all committees, standing and *ad hoc*, constitute recommendations to the department, except that the department may delegate specific, limited power to act to a committee or to the chair.
- B. The chair of the department shall be recommended to the Dean/Provost and shall function under the provisions of the Department Policies and Procedures, Article VI, and of the relevant articles of the current CMU/FA Agreement. A review of his/her service shall be part of any consideration for reappointment as chair. Each member of the department is invited to write a letter of commendation, criticism, or suggestion to the chair at any time, but particularly at the end of each academic year. Further, the chair shall arrange convenient times for any member or group of members who wish to discuss departmental affairs with him/her.
- C. There shall be three standing committees: Personnel, Undergraduate Studies, and Graduate Studies. Each tenured and tenure-track member of the department not on leave shall be a member of one, and only one, standing committee. Members of standing committees shall be elected annually at the first or second department meeting of each academic year. No person shall serve on any committee more than three consecutive years except as *ex officio* chair of a committee.
 1. Standing Committee Chairs
 - a. The department chair shall serve *ex officio* as chair of the Personnel Committee. As *ex officio* chair of this committee, the department chair is responsible to convene meetings as appropriate; to ensure that candidates for appointment, reappointment, promotion, and tenure are placed on the agenda and their materials reviewed at the appropriate time; and to oversee timely consideration of all other personnel matters within the purview of the committee.

b. Director of Graduate Studies

- 1) Election: The Director of Graduate Studies shall be elected by ballot vote of the department and shall serve no more than two consecutive terms, three years per term. Only tenured faculty members with a minimum rank of Associate Professor who are also full members of the graduate faculty may be elected to this position. The Director of Graduate Studies shall receive at least one course release per academic year to coordinate administrative functions related to the graduate program.
- 2) Charge: The role of the Director of Graduate Studies is a significant leadership position within the department, including both advocacy and administrative responsibilities. Besides serving as *ex officio* chair of the Graduate Studies Committee, these duties will include: monitoring, communicating, and ensuring compliance with department policies; obtaining and using input from department faculty and students regarding program policies and practices; proposing graduate program policy changes as needed; initiating changes in the graduate curriculum, supervising program assessment; evaluation and record keeping; and overseeing communication of programs and courses to students.

c. Director of Undergraduate Studies

- 1) Election: The Director of Undergraduate Studies shall be elected by ballot vote of the department and shall serve no more than two consecutive terms, three years per term. Only tenured faculty may be elected to this position. The Director of Undergraduate Studies shall receive at least one course release per academic year to coordinate administrative functions related to the undergraduate program.
 - 2) Charge: The role of the Director of Undergraduate Studies in the Department of History is a significant leadership position within the department, including both advocacy and administrative responsibilities. Besides serving as *ex officio* chair of the Undergraduate Studies Committee, these duties will include: monitoring, communicating, and ensuring compliance with department policies; obtaining and using input from department faculty and students regarding program policies and practices; proposing undergraduate program policy changes as needed; initiating changes in the undergraduate curriculum, supervising program assessment, evaluation and record keeping; and overseeing communication of programs and courses to students.
2. Matters that are primarily concerned with personnel shall be assigned to the Personnel Committee. These include staffing, recruitment, selection, promotion, reappointment, termination, tenure, and leaves. The Personnel Committee shall consist of at least three tenured members of the department on regular appointments plus the department chair. All members of the Personnel Committee must be elected by a ballot vote.

3. Matters concerned primarily with the undergraduate curriculum shall be assigned to the Undergraduate Studies Committee. These include requirements for majors, minors, master syllabi, new courses (100-400 level) and programs, approval of student teachers, and periodic assessment of undergraduate programs.
 4. Matters concerned primarily with graduate studies shall be assigned to the Graduate Studies Committee. These include graduate degree requirements, graduate level master syllabi (including 500-level courses), new courses and programs, new graduate admissions, fellowships, assistantships, awards, grants, library special acquisitions, and periodic assessment of graduate programs.
 5. *Ad hoc* committees may be established by the department as appropriate. Fixed-term faculty members and students may be appointed to *ad hoc* committees by the department chair with the approval of the department.
 6. The department shall specify the duties of other committees.
- D. Any department member may place a matter before the department by requesting the chair to put the matter on the agenda for a department meeting, which the department chair will do as soon as the business of the department permits, or by presenting the matter to the appropriate committee.

III. PROCEDURES, CRITERIA, AND STANDARDS RELATED TO EMPLOYMENT DECISIONS

A. New Personnel

1. The department will conduct all recruitment and hiring of faculty in accordance with the University recruitment and hiring procedures.
2. The Personnel Committee will recommend to the department the area of competence to be sought in new personnel. The department will make its recommendations and decisions regarding the area of competence.
3. The chair of the department, in consultation with the Personnel Committee, will appoint a search committee (which may be the Personnel Committee augmented as appropriate) consisting of a tenured chair and at least three tenured or tenure-track department members. Whenever possible, the search committee will include department members with fields most adjacent to the new position, including any member on leave who commits to serve. In all instances, the chair of the search committee must be a tenured member of the department who will not be on leave while the search committee is active.
4. The search committee, in consultation with the chair of the department, will draft the position description for departmental approval or revision. All descriptions for tenure-

- track and full-time fixed-term positions will be submitted, according to college and university policy, to the dean of the college for approval. Upon receiving approval the position will be advertised in an appropriate manner.
5. The search committee will make an initial screening of candidates and report to the department the names of the most qualified candidates.
 6. The department will recommend appointments to the dean of the college based upon ballot vote of the tenured and tenure-track members of the department. With guidance from the search committee, the department chair will prepare the appropriate university forms as required. These documents will be forwarded to the dean of the college.
 7. The department chair will inform individuals offered tenure-track appointments about the relevant sections and/or paragraphs of the CMU/FA Agreement governing credit granted for previous appointments. The granting of such credit is subject to the approval of the dean of the college and of the provost.

B. Tenure-Track Reappointments and Fixed-Term Appointments

1. Tenure-Track Reappointments
 - a. The Personnel Committee shall recommend the reappointment or non-reappointment of each such person to the department. The department's recommendation, acting in accord with its procedures, shall be made in a department meeting. After the department's vote, the department chair will prepare the forms required by the university and submit them to the Personnel Committee for its concurrence before forwarding the completed forms to the dean's office.
 - b. If the chair's recommendation differs from the department's recommendation, she/he must inform the department. The Personnel Committee will appoint one of its members to prepare the department's recommendation. The chair will also share her/his recommendation with the individual involved as stipulated in the CMU/CMUFA Agreement.
 - c. For reappointment the criteria are:
 - 1) Evidence of successful teaching and teaching potential (as defined in III.C.2.c).
 - 2) Evidence of scholarship and scholarly potential (as defined in III.C.2.d).
 - 3) Evidence of departmental, college, or university service supplemented by professional or public service related to the faculty member's discipline (as defined in III.C.2.e).

2. Fixed-Term Appointments:

- a. Part and full-time appointments are for specified contractual periods. If the opportunity for further employment should occur, the department can hire again an individual who currently has a fixed-term appointment in accordance with the university's policy on fixed-term faculty, any applicable bargaining Agreement, and the following departmental criteria, in order of priority:
 - 1) Programmatic needs of the department, compatible as far as possible with full-time fixed-term appointments.
 - 2) Academic credentials (Ph.D. preferred)
 - 3) Evidence of teaching effectiveness:
 - a) Evaluation of graduate preparation.
 - b) Teaching experience (years and level of instruction).
 - c) Course materials: e.g., syllabi, examinations, and writing assignments.
 - d) Course evaluations: use of the university adopted student opinion survey, and grade distributions for all courses taught is required of fixed-term faculty. The size of sections and level of instruction will be considered part of an objective evaluation of the student opinion surveys. Other evidence may be supplied by the fixed-term faculty member.
 - 4) Evidence of scholarship in the applicant's area of specialization and professional growth related to subject matter competence.
- b. In recommending fixed-term appointments, the chair and the department will follow procedures:
 - 1) At the time when the schedule is being developed for a given semester, the chair, in consultation with the Personnel Committee, shall make an assessment of that semester's programmatic needs, taking into account anticipated leave requests and vacancies. Wherever possible, assessments undertaken at the time of scheduling for any given fall semester will encompass the upcoming academic year.
 - 2) The chair, in consultation with the Personnel Committee and the department, will recommend any fixed-term appointments to the dean of the college according to college and university policy, supported by submission of the appropriate university forms.
 - 3) Where an upcoming year's curricular needs make possible the development of any full-time fixed-term position(s), the Personnel Committee, in consultation with the chair, shall draft position description(s) for departmental approval or

revision. Approved description(s) will be submitted, according to college and university policy, to the dean of the college for approval.

- 4) The Personnel Committee, in consultation with the chair and department, will screen potential appointees and make recommendations to the department.
- 5) The department will recommend full-time fixed-term appointments by ballot vote of tenured and tenure-track members. The chair, in consultation with the Personnel Committee, will prepare the appropriate university forms and forward them along with the recommendation to the dean of the college.
- 6) In cases of late-developing openings (less than six weeks prior to the end of a given semester or over the summer), the chair, in consultation with the Personnel Committee and the department, shall make part- or full-time fixed-term appointments on an expedited basis in a manner consistent with college and university policy as time and circumstances demand.

C. Tenure and Promotion

1. Procedures

- a. Each year at an appropriate time in relation to the university calendar, the Personnel Committee shall evaluate for tenure and/or promotion any member of the department who applies. Any member of the committee who is under consideration for promotion shall absent herself/himself from the committee while her/his case is being discussed and voted on.
- b. Ordinarily the criteria and standards for tenure are similar to those for promotion to the rank of Associate Professor. In those circumstances provided for in the CMU/FA Agreement, however, tenure and promotion to Associate Professor may be considered separately.
- c. Faculty members on tenure-track appointments must recognize that their appointments are probationary. During this probationary period, it is their obligation to establish that they are qualified for a tenured appointment.
- d. Each faculty member who is to be evaluated for tenure and/or promotion must provide to the Personnel Committee a dossier in support of his/her tenure and/or promotion application, which includes a narrative statement that explains the extent to which he/she meets the required criteria and standards of the department and full supporting materials regarding his/her teaching, scholarship, professional development, and service. This provides the major evidence to be evaluated.
- e. In accordance with the CMU/FA Agreement, the Personnel Committee will consider the applicant's dossier in support of tenure or promotion. The main purpose of the Personnel Committee's evaluation is to determine whether the

applicant has met the standards for tenure or promotion and to make a recommendation to the department on the basis of that evaluation. The application shall be deemed complete at the time the department submits its recommendation to the dean.

- f. In the case of a negative recommendation, the Personnel Committee will provide to the candidate written notice of the decision with an accompanying rationale. The candidate will be provided opportunity to meet with the committee and to submit a written rebuttal before the committee makes its final recommendation to the department.
 - g. The Personnel Committee shall forward its tenure and/or promotion recommendations to the department.
 - h. These recommendations shall be considered at a meeting of the department. The agenda for this meeting shall be distributed at least six days before the date of the meeting. The applicant's dossier, information, and materials will be available to department members during these stipulated six days. Any faculty member under consideration for tenure and/or promotion shall absent himself/herself from the meeting while his/her case is being discussed and voted upon.
 - i. Decisions to approve or disapprove tenure and/or promotion recommendations shall be made by majority vote by secret ballot. After the department's vote, the candidate will be notified and the chair will prepare the forms required by the university and submit them to the Personnel Committee for its concurrence before forwarding the completed forms to the dean's office.
 - j. If the chair's recommendation differs from the department's recommendation, she/he must inform the department. The Personnel Committee will appoint one of its members to prepare the department's recommendation. The chair will also share her/his recommendation with the individual involved as stipulated in the CMU/CMUFA Agreement.
2. Criteria and Standards for Recommendation on Tenure/Promotion
- a. Promotion from Assistant to Associate Professor and from Associate to Full Professor or professorial salary supplement will not be recommended until an individual has served at the lower rank, at this or other institution(s) of higher education, for the period stipulated in the CMU/FA Agreement, except in the instance of extraordinary circumstances or of an extraordinary record of achievement, as defined in the CMU/FA Agreement.
 - b. In all cases a recommendation for promotion will require demonstrated achievement in teaching and clear evidence of continued scholarship plus professional activity and service. Faculty members will vary substantially in the precise combination of their achievements, but each individual recommended for

promotion must have established an overall record of accomplishment appropriate to the function of the department. This function includes a substantial commitment to the advancement of knowledge through the research of each member of the department and to the integration of current scholarship into teaching.

- c. Teaching. Evaluation of an applicant's teaching will be based primarily upon five criteria: command of subject matter, clarity of presentation, intellectual challenge, skill and fairness in evaluating student performance, and incorporation of current scholarship into one's teaching.

Factors that may be used in assessing these criteria are:

- 1) Student Evaluation – university survey, other constructed surveys (e.g., instructor-based, department-based), and written student recommendations. If student evaluations are presented using instructor-designed forms, it is recommended that the faculty member present information that relates to the validity of the measure.
 - 2) Peer Evaluation – letters of recommendation, written class observation.
 - 3) Course Material – syllabi, study guides, exams, handouts, graded work.
 - 4) Course Improvement – grants, workshops, awards, adoption/development of new formats (courses, teaching techniques, specialized procedure).
 - 5) Advising – directed studies, thesis/dissertation supervision, practicum (including student achievement/recognition).
 - 6) Acquisition/update of professional competence that leads to the improvement of teaching: post-doctoral study; sabbatical leave; leave of absence; continuing education programs; professional credentials, etc.
- d. Scholarship. Evaluation of an applicant's scholarship may be pursued in a variety of ways. Publication will be regarded as the most significant measure of scholarly achievement, and the quality and significance of the applicant's scholarship will be evaluated. "Publication" will be recognized upon reception of galley proofs or of a letter from a journal or publisher indicating that the work is scheduled for publication by a specific date. Candidates for promotion and tenure should demonstrate scholarship through publication of refereed and/or solicited scholarly works in history, history education, historical methodology or related fields. It is the candidate's responsibility to demonstrate the appropriate category of their scholarship. In the case of jointly authored works, it will be the responsibility of the candidate to provide arguments and evidence for the equivalence of the author's contribution to the works in question to a specific number of articles, books, or monographs. Candidates whose research and critical analysis has

appeared in other than print media may submit this research as evidence of scholarly achievement. It will be the responsibility of the candidate to provide arguments and evidence for the equivalence of scholarship appearing in nonprint media to a specific amount of work published in a print medium.

For applicants in the field of Public History, research and creative activities may also take forms beyond those of traditional published scholarship, including recorded oral history projects, professional cultural resource management reports or similar, collaborative projects resulting in a public history product, visual productions, exhibits, and other projects that demonstrate the application of historical scholarship to the needs of people living in the present. In the case of such scholarship, it is the responsibility of the candidate to explain and to document both the quality and the quantity of the work and the contribution to knowledge made by such projects. Documentation may include evidence attesting to the excellence of any project or exhibition as measured by such criteria as accuracy, validity and integrity in the use of evidence, sophistication of analysis and interpretation, currency with scholarship in the field addressed, scope, scale, sponsorship, and itinerary (in the case of traveling exhibits) as well as published professional reviews and/or independent professional assessments of the project's quality and scope.

Minimum requirements for scholarship are:

- 1) For Tenure and/or Promotion to the rank of Associate Professor
 - a) One (1) item from category 1 or
 - b) Two (2) items from category 2 or
 - c) One (1) item from category 2 and two (2) items from category 3
 - d) Publication of one article of exceptionally high quality that receives unusual attention (such as an award) for its recognized contributions to the area of history addressed will count as two (2) category 2 items.
- 2) For Promotion to the rank of Professor or Professor Salary Supplement
 - a) One (1) item from category 1 or
 - b) Three (3) items from category 2 or
 - c) Two (2) items from category 2 and two (2) items from category 3
 - d) One (1) item from category 2 and four (4) items from category 3
 - e) Publication of one article of exceptionally high quality that receives unusual attention (such as an award) for its recognized contributions to the area of history addressed will count as two (2) category 2 items.
- 3) Category 1
 - a) Historical monograph (book-length thematic study using primary and secondary sources)

- b) Book-length scholarly biography
 - c) Book-length scholarly edition or translation of a text. (This would normally include an introduction, critical notes, and a running commentary on the text.)
 - d) Book-length work of scholarly synthesis. (Normally treats a broad topic using primarily secondary sources.)
- 4) Category 2
- a) Primary editor of book-length collection of essays
 - b) Article in nationally or internationally recognized journal
 - c) Article in a leading journal in the candidate's area of specialization
 - d) Chapter or essay in scholarly book
 - e) Primary editor of historical encyclopedia or dictionary
 - f) Primary editor of a scholarly journal (one item per promotion and requires having successfully completed a three-year term)
 - g) Survey-level textbook
 - h) Article-length translation with notes and commentary
- 5) Category 3
- a) Article in a secondary journal within the candidate's area of specialization
 - b) Associate or assistant editor of historical encyclopedia or dictionary
 - c) Significant application of professional scholarly expertise through one of the following:
 - i) Award of a major external fellowship supporting the candidate's scholarship which has undergone a competitive review process
 - ii) Award of a major external grant evaluated through a competitive review process, supporting research or professional development in history education or related field
 - d) Primary editor of collection of documents
 - e) Unannotated translation of a text
 - f) Annotated article of 2,500 words or more in a scholarly peer-reviewed encyclopedia.
 - g) Scholarly paper evaluated through a competitive review process and presented at a major professional conference.
- e. University and Professional or Public Service. A candidate for tenure and promotion should demonstrate levels of service to the university and the profession in a variety of ways. A representation counted for one category may not be counted in a second.
- 1) University Service: For tenure and/or first promotion, a candidate must have at least four representations. Representation is defined as one year of active service, drawn from at least two of the following categories:

- a) Department committee
 - b) College committee
 - c) University committee
 - d) Faculty association officer or board member
 - e) Ad hoc committee
- 2) Professional or Public Service: For tenure and/or first promotion, a candidate must have at least four representations, defined as one year in a position where it is a question of committee service, drawn from at least two of the following categories:
- a) Book and manuscript reviews of scholarly works for a journal or publisher;
 - b) Author of encyclopedia article or other informational piece requiring historical expertise published in print or non-print format;
 - c) Organizing, chairing, commenting, and/or presenting at a professional conference session;
 - d) Service on a professional award committee or judge for academic competitions;
 - e) Officer or board member in a state, national, or international professional organization;
 - f) Organizer of professional speaker series or workshop;
 - g) Historical consulting;
 - h) Guest lecture;
 - i) Small external grant in support of research;
 - j) Civic engagement: presentations or consultations beyond the academic community.
- f. For promotions to Full Professor and professor salary supplement a candidate must demonstrate increased university service which includes in addition to the above:
- 1) Active participation in department business
 - 2) Diligent mentoring of new faculty as needed

D. Position Reduction/Layoff

1. Policies: The department will abide by policies and guidelines stipulated in the CMU/Faculty Association Agreement (currently article 18). Within these guidelines the department will, as far as possible, proceed as follows:
 - a. When reductions in faculty are required, persons on fixed-term appointment shall be released first, persons on non-tenured appointments shall be released second, and persons on a regular tenured appointment last.

- b. Within the categories listed above, decisions on the order of release shall be made in accordance with the procedures outlined below and with consideration of the following criteria, listed in alphabetical rather than rank order.
 - 1) Programmatic Need
 - 2) Scholarship
 - 3) Seniority: Seniority will be determined first by date of tenure and second by date of first employment.
 - 4) Teaching
 - 5) University Service
2. Procedures: Upon notification that a reduction in faculty is required, the department chair shall notify the department and call the appropriate meetings. The chair shall give the faculty seven (7) days notice of all such meetings.
 - a. Persons whose employment might be affected by the reduction shall be given the opportunity to appear before the Personnel Committee. No such persons shall sit as members of the committee during the sessions in which staff reductions are considered. The recommendations of the committee shall then be reported to a meeting of the tenured members for decision.
 - b. If circumstances require that a reduction be accomplished through the release of one or more tenured members of the department, the determination of who shall be released shall be made at a meeting of the tenured members of the department.

IV. TEACHING LOADS AND SCHEDULES

A. Short Session Assignments

Summer session offerings are based upon student needs and departmental personnel policies. A common rotation list for the summer and six-week sessions will be developed based on the following criteria:

1. Tenured and tenure-track appointees.
2. Recentness of summer school appointment.
3. New tenure-track appointees are placed at the bottom of the rotation list.
4. The establishment of a rotation list implies no guarantee that any particular summer class will be offered or assigned.

B. Regular Semester Schedules

The schedule of course offerings for the regular academic year is made by the chair in consultation with department members, who request their preferences as to courses and hours. Regular semester courses will be assigned as requested to the extent possible.

C. Global Campus

In the off-campus area, requests come to the department chair. The chair arranges assignments, utilizing available and interested faculty. Members are assigned on the basis of their qualifications and desire to teach the courses requested.

V. GRIEVANCE PROCEDURE

Any member of the department who believes that a procedure or policy of the department has been violated to his/her disadvantage by the Personnel Committee or by the department may ask for a hearing by the department. The grievant shall have the right to appear and to present evidence and witnesses. Should the grievant be upheld, the original matter shall be processed once more by the department under proper procedures and policies.

VI. THE DEPARTMENT CHAIR

A. Since the chair is a member of the teaching faculty temporarily serving in an administrative capacity, the department will ordinarily recommend a chair from among its members.

B. Qualifications

1. Eligibility

- a. Tenured
- b. Full-time appointment in the department
- c. Rank of Associate Professor or Professor

2. Other considerations

- a. Confidence of the faculty in his/her academic and teaching competence
- b. Confidence of the faculty in his/her ability to
 - 1) Organize and delegate the departmental responsibilities
 - 2) Represent the department in the college and the university
 - 3) Facilitate the airing of different views on policy

C. The department shall recommend the chair for approval by the dean and provost as indicated by the current Agreement. The recommended term of the chair shall normally be three years. No individual shall serve more than two consecutive terms.

D. Job responsibilities—supplemental to the duties as chair that are assigned by CMU and incorporated in the letter of appointment, the chair shall:

1. Oversee departmental affairs while maintaining his/her effectiveness as teacher and scholar. Consequently he/she should:

- a. Teach no more than half-time
 - b. Curtail the number of his/her advisees
 - c. Delegate departmental responsibilities equitably
2. Direct departmental and promotional efforts to attract students, sponsor efforts to secure grants, and institute other undertakings for departmental advancement.
- E. Candidates for the chair shall be selected through a preferential ballot conducted by the Personnel Committee and shall be no more than three persons willing to serve who received the highest number of votes. If there are three candidates, at a meeting of the department, with a quorum present, tenured and tenure-track members will vote on those three by secret ballot. To be recommended, a candidate must receive a $\frac{2}{3}$ majority of those voting. If no one receives a $\frac{2}{3}$ majority on the first ballot, there will be a second ballot for the two who received the largest number of votes and a simple majority will suffice to recommend appointment of the chosen candidate as indicated by the current Agreement. If there are fewer than three candidates, a simple majority will recommend appointment.
- F. Annual Performance Review of Department Chair. Each year, the department will conduct a review of the Chair's performance to provide the Chairperson and the Dean with departmental faculty's feedback on the extent to which the Chairperson is fulfilling her/his role and responsibilities during her/his term of service as specified in the CMU/CMUFA Agreement.
1. The department will select a review committee composed of three tenured faculty members including a member of the Personnel Committee and two at-large members of the regular faculty.
 2. The Performance Review Committee will gather feedback from all members of the faculty on the Chair's leadership of the department, administration of departmental affairs, organization and delegation of departmental responsibilities, management of departmental personnel matters, representation of the department to the college and university, facilitation of open communication among department members, and oversight of advising and student relations. The Committee will ensure the confidentiality of all feedback provided.
 3. The Committee will analyze and provide a summary of the feedback for the Chair.
 4. Once the analysis is complete, the Performance Review Committee will meet with the Chair to review the results. The Chair will collaborate with the Committee to develop a plan to address any areas of needed improvement identified by the Committee.
 5. The Performance Review Committee will prepare a final summary of the annual review for forwarding to the Dean and distribute to department members. The Chair

will be provided a copy of the final summary and may respond in writing to any points she/he believes warrant clarification or explanation from her/his point of view.

G. Temporary Chair

1. On those occasions when the chair is absent from campus or unable to fulfill his/her duties due to sickness, conflicting engagements, or emergencies of any kind for periods not exceeding four weeks, the chair may recommend appointment of a replacement from the members of the department.
2. When the chair is unable to fulfill his/her responsibilities for periods exceeding four weeks, the department will elect a temporary chair from eligible members of the department according to the above procedures and make recommendation to the dean.

H. The chair may, at his/her discretion, request that a member of the department represent him/her on university and department committees when the need arises.

VII. FIXED-TERM FACULTY

A fixed-term faculty member's predominant responsibility is to teach and to participate in teaching-related activities. Full-time fixed-term faculty are expected to advise students as a part of their teaching responsibility. They are ordinarily afforded a share of departmental resources such as travel funds, secretarial, and student assistance. They may be considered for summer term appointments when such opportunities are not first requested by tenured and tenure-track members of the department.

VIII. OFF-CAMPUS AND GLOBAL CAMPUS INSTRUCTION

A. All off-campus instructors of history courses must be approved by the department.

B. Procedures

1. The chair, in accordance with the current Agreement, may approve an instructor to teach through Global Campus who is qualified and available to teach the course.
2. In approving an instructor to teach through Global Campus, the chair will consult with faculty who normally teach the course in question on campus.

C. Criteria for Determining Qualifications of Off-Campus and Global Campus Instructors

1. The candidates must hold an M.A. degree in history or related field with substantial work beyond M.A. in the case of candidates for History Education and Public History. Candidates for all other areas of specialization in history must be at least ABD toward the Ph.D. degree.

2. The candidates must have adequate preparation in the field, i.e., for the course(s) to be taught. Adequacy of preparation must be supported by transcripts.
3. The candidates will provide syllabi and/or other course materials for evaluation.
4. Prior teaching experience is desirable.