

DEPARTMENT OF MANAGEMENT

DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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I.	DEPARTMENT	3
II.	EXPECTATIONS OF DEPARTMENT CHAIRPERSON AND INFORMAL REVIEW	3
III.	DEFINITION OF FACULTY	4
IV.	QUALIFICATIONS FOR VOTING.....	4
V.	DEPARTMENT MEETINGS	4
	A. Regular Meetings	4
	B. Special Meetings	5
VI.	PERSONNEL COMMITTEE.....	5
VII.	OTHER COMMITTEES.....	7
	A. Ad Hoc Committees	7
	B. Teaching Effectiveness Committee	8
	C. Department Assessment Committee.....	8
	D. Review of Committees	8
	E. Curriculum Committee	8
	F. Procedures Committee	9
VIII.	CRITERIA AND PROCEDURES FOR SELECTING REGULAR FACULTY	11
	A. Criteria.....	11
	B. Procedures.....	11
	C. Selection of Regular Faculty.....	12
IX.	PROCEDURES, CRITERIA, AND STANDARDS FOR REAPPOINTMENT, TENURE, PROMOTION, AND SALARY ADJUSTMENT FOR PROFESSOR.....	12
	A. Reappointment and Tenure.....	12
	B. Promotion	16

C.	Salary Adjustment for Professor	17
X.	REVIEW, REAPPOINTMENT, AND SELECTION OF DEPARTMENT CHAIRPERSON.....	17
A.	Annual Informal Review of Chairperson	17
B.	Subsequent Appointment of Chairperson	17
C.	Selection of Chairperson.....	18
XI.	SCHEDULING TEACHING ASSIGNMENTS	18
XII.	SUMMER TEACHING	19
A.	Course Scheduling	19
B.	Faculty Scheduling.....	19
XIII.	FEEDBACK FOR IMPROVEMENT OF TEACHING EFFECTIVENESS.....	20
A.	Purpose of Annual Evaluation	20
B.	Committee for the Improvement of Teaching Effectiveness	21
C.	Charge of Teaching Effectiveness Committee.....	21
XIV.	PROFESSIONAL TRAVEL/RESEARCH FUNDS	22
XV.	POLICY ON TEMPORARY FACULTY	22
A.	Appointments.....	22
B.	Eligibility for Department Support.....	23
XVI.	SABBATICAL LEAVES	23
XVII.	LEAVE OF ABSENCE.....	23
A.	Release Time for Temporary Assignment Within the University.....	23
B.	Unpaid Leave of Absence from CMU	24
C.	Paid Leave of Absence from CMU	24
D.	Criteria for Leave	24
XVIII.	OFFICE SPACE ASSIGNMENT.....	25
XIX.	FACULTY RETRENCHMENT POLICY	25

XX.	CLASS CANCELLATION	26
XXI.	FACULTY ADVISORS	27
XXII.	APPROVAL OF COURSE FORMAT CHANGES	27
XXIII.	APPROVAL OF CEL INSTRUCTORS	27

DEPARTMENT OF MANAGEMENT

I. DEPARTMENT

The operating unit described in this document is one of the academic departments on the campus of Central Michigan University. The Department is named the Department of Management, and consists of a Chairperson and faculty members.

II. EXPECTATIONS OF THE DEPARTMENT CHAIRPERSON AND INFORMAL REVIEW

It is the Department's expectation that the person serving as Chairperson shall:

1. Schedule and conduct Department meetings as needed.
2. Ensure compliance with Department procedures.
3. Inform faculty of College/University policies and decisions, disseminate relevant information generated at College and University levels.
4. Serve as spokesperson in strong support of departmental needs and priorities at College and University levels.
5. Equitably assign workloads to Department members; consider individual preferences whenever reasonably possible to do so.
6. Prepare schedule of class offerings in a timely manner.
7. Actively recruit qualified faculty in consultation with the Department.
8. Encourage and support (a) improvement of departmental curriculum, and (b) cooperation with other academic units for interdisciplinary offerings.
9. Supervise the academic advisement process.
10. Undertake primary responsibility for preparation of planning documents consistent with departmental goals and objectives.
11. Serve as a member on the Personnel Committee except where committee conducts Chairperson review.

12. Render an independent recommendation on personnel matters unless expressly provided otherwise under these procedures.
13. Transmit and provide support for the Department recommendations on personnel matters. In case the Chairperson cannot support the recommended candidate, the Personnel Committee will elect a member to represent the candidate in the Dean's Advisory Council.
14. Supervise and be accountable for departmental budget; consult with Department members on distribution of discretionary funds.
15. Informal review of Department Chairperson shall be conducted in compliance with Section X of Department's procedures.

III. DEFINITION OF FACULTY

- A. Regular faculty are tenured and tenure-track faculty who hold a faculty appointment in the Department of Management and who carry at least one-half teaching, research, or equivalent assignment in the Department or some combination thereof.
- B. Temporary faculty are non-tenure-track faculty in the Department of Management. Graduate assistants are not considered temporary faculty.

IV. QUALIFICATIONS FOR VOTING

- A. Only tenured faculty are eligible to vote on appointment, reappointment, promotions, tenure, and sabbatical leave recommendations.
- B. Tenure-track faculty are eligible to vote on all issues including selection of the Chairperson but excluding those involving other personnel recommendations.
- C. Faculty on leave of absence for more than one-half time are not eligible to vote on any Department issues other than proposed changes to the Department's procedures.
- D. No faculty member can vote on any personnel issue directly related to that faculty member.
- E. Proxy voting is not permitted.

V. DEPARTMENT MEETINGS

A. Regular Meetings

1. Regular meetings shall be called as needed by the Department Chairperson but no fewer than twice each academic semester. Meetings will be conducted by following the Robert's Rules of Order.

2. The Department Chairperson shall not schedule regular meetings at a time during which any faculty member qualified to vote is scheduled to teach nor during the last week of the semester except for dire emergencies. It should be announced to faculty that attendance at departmental meetings is expected unless a sufficient reason for a member's absence is provided to the Chairperson.
3. Notice of regular meetings
 - a. All faculty members shall be notified in writing at least five working days in advance of the meeting.
 - b. Notice shall incorporate, or be accompanied by, an agenda.
 - c. All faculty members shall have the opportunity to place items on the agenda by making a timely request to the Department Chairperson.

B. Special Meetings

1. If time is of the essence, special meetings to discuss and resolve specific issues may be called at any time by the Department Chairperson, by the chairperson of any Department committee, or by the written request of at least 25% of the faculty members qualified to vote.
2. Notice of special meetings
 - a. All faculty members shall be notified, either orally or in writing, as far in advance of the scheduled meeting as is practical.
 - b. Notice shall refer to the specific issue(s) to be discussed and/or resolved.

VI. PERSONNEL COMMITTEE

- A. The Department shall establish a committee to be known as the Personnel Committee.
 1. The Committee shall consist of five members, four of the tenured faculty of the Department and the Department Chairperson; the normal complement of the Committee shall be one full professor, one associate professor, one at-large member chosen from the Department as a whole, an alternate, and the Department Chairperson. If there are not at least two eligible candidates for the specific rank positions, the Department shall elect a candidate from the Department as a whole.
 2. The members of the Personnel Committee shall elect the Committee's chairperson. In the event of a deadlock, the alternate shall be allowed to vote.

3. In the event that a Committee member's application is being considered by the Personnel Committee, that member shall be absent during the Committee's deliberations on his/her application and any applications for a similar decision. The alternate shall serve in his/her absence.
 4. Each nominee for election for the vacant rank on the Committee shall have been a member of the Department for at least one academic year prior to serving on the Committee, and must be a member of this Department during the period of service on the Committee.
 5. Eligible committee members shall be nominated at the first Department meeting in the fall. A replacement for any committee member on a leave of absence for one (1) year or more shall also be nominated at this meeting. Voting shall be by secret ballot and completed within seven calendar days following the Department meeting.
 6. Members of the Personnel Committee will serve for a term of three years from the date of their election.
- B. The Personnel Committee shall be consulted about appointments to the Department. The Personnel Committee shall be charged with making the recommendation of the Department's faculty members relative to reappointments, sabbatical leaves, promotion, and tenure. The Chairperson may consult the Personnel Committee on issues affecting faculty, e.g., course assignments and schedules, the distribution of the Department's Professional Development Travel Funds, and the selection of those who will teach in summer sessions, off-campus courses, and through correspondence courses. Should a member of the faculty wish to appeal any decision or recommendation on one of these subjects, he/she may ask for a review of the action by the Personnel Committee.
- C. Deliberations of the Personnel Committee shall be private and all discussions and votes of the Committee are privileged. Any faculty member under consideration has the right to select a departmental advocate to represent him or her in the Committee during discussion of his or her personnel action. Actions on specific personnel recommendations shall be communicated directly to the individual faculty member affected in writing accompanied by supporting rationale. A summary of positive recommendations will be made at Department meetings. Minutes of Committee actions will be made available in the Department office for review by any member of the faculty upon request.
- D. A faculty member may appeal a Personnel Committee action or recommendation, or a Chairperson's decision regarding course assignment and/or scheduling, directly affecting him or her by pursuing the following procedures:
1. A faculty member wishing to appeal a Personnel Committee action or recommendation or a Chairperson's recommendation or decision shall, within one week of official notification, first request a prompt meeting with the Personnel Committee to review the decision, present any additional information, and request reconsideration. The Committee shall invite the Chairperson to attend the meeting and to present

justification relating to the action, recommendation or decision under review.

2. The Personnel Committee will review the case so presented and determine whether to reaffirm or revise the original action, recommendation, or decision. This decision shall be communicated promptly, in writing, to the faculty member concerned and to the Chairperson.
3. A faculty member may appeal a Personnel Committee action to the Department faculty by written notification to the Department Chairperson within seven calendar days of receipt of the final Personnel Committee action. The Department Chairperson shall promptly call a special Department meeting, unless a regular meeting is already scheduled within the seven calendar days following receipt of the request. The decision of the Personnel Committee shall be reviewed and discussed.
4. All regular faculty, when eligible under these procedures (see section IV), shall vote by secret ballot at the meeting. A decision to overturn the Personnel Committee's recommendation shall require support of a majority of those voting.
5. Should the faculty member wish to appeal further, he or she may pursue those applicable appeal procedures provided in the Agreement between Central Michigan University and CMU Faculty Association (Agreement).

VII. OTHER COMMITTEES

A. Ad Hoc Committees

Creation of Ad Hoc Committees:

1. Ad Hoc Committees may be established to undertake specified tasks of a temporary nature.
2. These committees will be automatically dissolved upon completion of the assigned task.
3. Creation of Ad Hoc Committees and the charge to the committees may be done by the Department Chairperson or by a majority vote of the faculty members qualified to vote.
4. Staffing of Ad Hoc Committees may be done on a voluntary basis; or committee members may be nominated at a regular or special meeting and elected by a majority of the faculty qualified to vote, either at a regular or special meeting or by a ballot distributed to all faculty members qualified to vote.

5. The members of an Ad Hoc Committee shall elect the committee chairperson. In the event of a deadlock, the Department Chairperson shall appoint the committee chairperson.
6. Nothing in this sub-section shall be construed to prohibit the creation of a committee of the whole.

B. Teaching Effectiveness Committee

The Committee shall consist of three regular faculty members who are not currently on the Personnel Committee. They will serve at least a one year term. The new faculty members shall be nominated in the first departmental meeting of the academic year, and voting shall be held in the meeting or within a week of the meeting.

C. Department Assessment Committee

The Committee shall consist of three regular faculty members elected at large who will serve at least two-year terms. They shall be nominated in the first departmental meeting of the academic year, and voting shall be held in the meeting or within a week of the meeting.

D. Review of Committees

Each committee shall place on file a brief written report summarizing activities (accomplishments, and, if applicable, the status of unfinished business in process, matters of concern that will be forthcoming in the near future, comments on the committee's value, and suggestions to improve the committee's effectiveness, undertaken during the past year (or period of existence, if shorter).

E. Curriculum Committee

The Department shall establish a departmental Curriculum Committee.

1. The Curriculum Committee shall deal with matters relating to courses, concentrations, and majors offered, or proposed to be offered by the Department, as well as other curriculum matters relevant to the Department of Management, the College of Business Administration, and the University. Upon the determination of the Department Chairperson, an action of the Curriculum Committee shall be subject to review by the Department. The Curriculum Committee shall notify Department faculty, in writing, of actions taken by the Committee.
2. The Curriculum Committee shall consist of four faculty members of the Department, plus the Department Chairperson, who shall serve as an ex-officio member without vote. In the initial election for the Department's Curriculum Committee, the faculty members receiving the highest number of votes will have 3-year terms. In case not enough members are elected in the first ballot, the process will continue until five members are elected.

A faculty member receiving the highest number of votes will represent the Department in the College Curriculum Committee for a 3-year term. In case of a tie, the Curriculum Committee will elect a representative among the highest vote getters.

3. Nominations for election to the Curriculum Committee shall be made in the following categories: (1) business policy/general management, (2) personnel/organizational behavior, (3) production/operations, and (4) at large. Nominations shall also be made to replace any faculty member who is on a leave of absence for one year or more. To be eligible for nomination in a category, a faculty member must be presently teaching or conducting research or have recently taught or conducted research within the subject area. The person receiving the highest number of votes in each category shall be elected to the Committee. Voting procedures shall be as is provided in the election of Personnel Committee members.
4. Meetings of the Department's Curriculum Committee shall be open to all members of the Department faculty. Only Committee members shall vote, and rules of procedure are at the direction of the Committee.

F. Procedures Committee

The Department of Management shall implement the departmental procedures section of the Agreement in the following way:

1. The department shall establish, by majority vote, a departmental Procedures Committee.
 - a. The Committee shall consist of three regular members of the Department elected at large, plus the Department Chair who will serve as an ex-officio member without a vote.
 - b. The three members shall be elected by secret ballot and voting shall be held in the department meeting or within a week of the nominations at a department meeting.
 - c. The Procedures Committee will be elected at least once every three years. If the department feels it necessary to elect a committee more frequently, it may do so. Members of the Procedures Committee will serve until the committee has finished its work or the department votes to disband the committee.
2. The Procedures Committee shall be responsible for preparing and presenting to the Department the Committee's recommended proposal(s), if any, covering changes, deletions, and/or additions. Prior to making recommendations, the Committee shall:
 - a. Solicit proposed changes or modifications to the Department procedures from the regular faculty of the department;

- b. Consider and deliberate on all submitted proposals;
 - c. Circulate to the appropriate faculty all incoming proposals along with the committee's preliminary recommendations;
 - d. Provide a minimum of one week time period prior to holding an open meeting for faculty to discuss the recommendations. Faculty who submitted proposals not incorporated into the Committee's recommendations may address their concerns at this meeting. Written comments may also be submitted to the Committee and/or regular faculty regarding the proposed changes;
 - e. Make desired changes, if any, after consideration of faculty comments and circulate any written modifications to the regular faculty at least seven (7) days prior to holding a special meeting for presentation and discussion of the Committee's final recommendations.
3. In developing these recommendations, the Procedure Committee shall consider the following:
- a. the goals and mission of the Department;
 - b. the needs of departmental members, in terms of both career and personal growth;
 - c. the current criteria and operating methods of the Department;
 - d. relevant University regulations, policies, and guidelines; and
 - e. the Agreement.
4. Following the special Department meeting referenced above in VII.F.2.e., the Department shall have at least one week for consideration of the presented proposal(s) (with only minor editorial adjustments) before a formal vote for adoption is taken; and
5. The vote for adoption shall be by secret ballot. A majority vote of those voting shall be required.
6. If a majority does not adopt the proposal(s), the Committee shall resume deliberations, taking into account objections and recommendations raised in departmental discussion. It *may* then return with revised proposal(s) for adoption, as in 4 above.
7. If a majority does not vote approval of the revised procedures, current procedures will remain in effect.

VIII. CRITERIA AND PROCEDURES FOR SELECTING REGULAR FACULTY

A. Criteria

The primary responsibility for the selection of regular faculty members rests with the members of the Department who should assist in recruiting and selecting qualified professionals for positions within the Department. As a matter of policy, the Department will consider only those candidates possessing terminal or ABD degrees relevant to the teaching area(s) for appointment to regular faculty positions.

B. Procedures

1. Applications and credentials of candidates shall be filed with the Chairperson of the Department.
2. The Personnel Committee shall review candidates' applications and credentials, and jointly select candidates by a majority vote to be invited for the interview.
3. All regular faculty members of the Department shall be provided with the opportunity to meet the candidates that come for an interview. Responsibility for scheduling meetings between the aforementioned faculty members and the candidates shall rest with the Department Chairperson or his/her designee.
4. Following the interview, the Personnel Committee shall solicit votes from the faculty members of the Department determining acceptability of each candidate. In addition, the opinions of the Dean of the College of Business Administration, and, if needed, of the Provost or his/her designees may be solicited.
5. The Personnel Committee shall then rank-order the candidates in terms of preference. Upon the approval of the Dean and the Provost, an offer shall be verbally communicated by the Department Chairperson to the candidate receiving the highest ranking. Should the candidate refuse the offer or fail to respond within a reasonable amount of time after receiving the offer, an offer shall be communicated to the candidate given the next highest ranking. Should the candidate refuse the offer or fail to respond within a reasonable amount of time after receiving the offer, the process of communicating offers shall be repeated in descending order of ranking, provided, however, that no candidate shall be offered a position unless at least a majority of the Department have voted the candidate as acceptable.
6. It should be recognized that exceptions to the procedures for the selection of new faculty may be necessary, particularly when the University is not in regular session and a last minute vacancy occurs due to unforeseen circumstances. Exceptions, however, should be kept to a minimum, and would be made only with the approval of the Personnel Committee.

C. Selection of Regular Faculty

1. Only candidates possessing terminal degrees or ABD relevant to the teaching area(s) will be considered for appointment to a tenure-track position.
2. The Department recognizes and agrees with CMU's commitment to equal employment opportunity and its affirmative action program.
3. In addition to the minimum qualifications specified in Section C.1. of this Article each candidate shall be evaluated on the basis of teaching experience and effectiveness, scholarly productivity and appropriate growth in professional development, relevant work and public service experience, and areas of interest.
4. Priority shall be given to those candidates who are capable of helping the Department meet its current and future curricular needs.

IX. PROCEDURES, CRITERIA, AND STANDARDS FOR REAPPOINTMENT, TENURE, PROMOTION, AND SALARY ADJUSTMENT FOR PROFESSOR

A. Reappointment and Tenure

1. A full-time, tenure-track faculty member in the Department is subject to periodic review until being considered for tenure.
2. The Personnel Committee shall make a positive recommendation (which does not automatically result in tenure) for reappointment if the faculty member demonstrates the potential to meet the standards for tenure. It is presumed that the faculty member has demonstrated such potential if he or she meets all the standards for tenure or shows improvement since the previous reappointment regarding one or more of the standards for tenure. Reappointment and tenure are based upon:
 - a. The competence of a faculty member which includes demonstrated achievement in IX.A.2.c.-f.
 - b. The promise of a bargaining unit member, which includes:
 - (1) An evaluation, based upon performance up to the present time, as to the bargaining unit member's potential for professional growth and development, and
 - (2) A judgment as to whether the faculty member will contribute to the goals and objectives established by the Department, the College, and University.
 - c. Teaching competence which is demonstrated by the following:

- (1) Student input as evidenced by satisfactory scores on the CMU Student Opinion Survey. A Department developed evaluation or a faculty developed evaluation approved by the Department's Teaching Effectiveness Committee may also be submitted. The determination of whether scores are satisfactory will be made by the Department's Personnel Committee by evaluating such scores in light of relevant variables (e.g., class size, total number of students taught during the semester, number of course preparations for the semester, course content, level of the course, etc.).
 - (2) Other evidence such as peer review, videotape of classroom presentations, tests and other measures of student learning, and course materials and pedagogical techniques which the Department deems appropriate.
- d. Scholarly and creative activity which is demonstrated by one of the following:
- (1) Three or more articles published in refereed publications (note: "Article" is defined as a manuscript which has been published after completion of a blind review process consisting of at least two reviewers or referees. Evidence which describes the review or referee process must be provided for each publication. Normally, this will consist of a reference to a directory of journals which describes the referee process (e.g., Cabell's), copies of the review process as printed in the journal itself, and/or a letter from the journal editor).
 - (2) Two articles (as defined in Subparagraph d.(1) above) published in a refereed publication plus at least one of the following:
 - (a) A research monograph or working paper which has been made available nationally.
 - (b) Written instructional/training materials or software which are available (e.g., through a professional association or other network) and have been adopted by faculty, organizations, etc., other than the author.
 - (c) A book.
 - (d) A paper included in the published proceedings of an academic, scholarly, or professional meeting, or a presentation made at a regional, national, or international conference which has been subjected to a refereed review

process and placed on the conference program.

- (e) A book review published in a regional or national journal or paper.
 - (f) An invited presentation at a state, regional, national, or international professional meeting or conference in one's discipline.
 - (g) A chapter in a book.
 - (h) A grant application or research proposal for external funding, in excess of \$10,000, which is related to one's discipline.
 - (i) Other demonstrable evidence of an applied or pedagogical nature.
- (3) In special circumstances the Personnel Committee may consider strong and multiple evidence from Paragraph e. below to be the equivalent or substitute for (2)(a)-(h) above.
- e. Professional growth of a significant nature which is demonstrated by a faculty member accruing 4 points of professional growth during the period, leading to consideration for tenure with each of the following types of professional growth worth points indicated in parentheses next to each activity for each semester in which it occurs.
- (1) Actively participated in a state, regional, or national/international organization related to the faculty member's (one's) discipline (1/2).
 - (2) Attended a professional seminar/workshop (1/2) in one's discipline.
 - (3) Participated in the organization of or served as a panelist, speaker, or discussant at a state, regional, or national/international conference, seminar, presentation, or proceeding (1/2).
 - (4) Revised or developed instructional materials used in classes (1/2).
 - (5) Prepared and submitted a significant grant application or research proposal (1).
 - (6) Prepared an unpublished paper which demonstrates advancement or changes in one's discipline (1/2).

- (7) Pursued a course of graduate study or professional training ($\frac{1}{2}$) on one's discipline.
- (8) Received a professional award for achievement, expertise, or contributions to one's discipline ($\frac{1}{2}$).
- (9) Received a license or certification/recertification relevant to one's discipline as a result of testing or professional review (1).
- (10) Served as a member of an editorial board (1) or as a reviewer of others' work for a recognized journal or publisher ($\frac{1}{2}$).
- (11) Served as a judge, arbitrator, mediator, or contract negotiator or as an appointed or elected public official (1).
- (12) Was primarily or jointly responsible for preparing a case heard by a court or quasi-judicial tribunal of record (1).
- (13) Provided consulting services within the realm of one's discipline to a public or private organization (1).
- (14) Served as a member of a Master's Thesis, Doctoral Dissertation, or Doctoral Comprehensive Examination Committee (1).
- (15) Other evidence of professional growth which the Department deems equivalent to one of the above.

f. A significant contribution of service which is achieved through the accumulation of 4 points of service during the period, leading to consideration for tenure with each of the following types of University service worth one-half ($\frac{1}{2}$) point for each semester in which it occurs. (Note: no more than one-fourth ($\frac{1}{4}$) of the points can result from public service.)

- (1) Served as a member of a University-wide, College, or Department committee.
- (2) Served as an academic senator.
- (3) Served as a chair, director, advisor, or in a similar capacity of a University program or organization.
- (4) Organized or was otherwise involved in a significant way with a University or College sponsored activity or presentation or recognized student organization.

- (5) Participated in external activities which directly or indirectly benefited the University including giving speeches, making television and radio appearances, writing newspaper articles, and participating in educational outreach programs.
 - (6) Performed significant amounts of University-wide student advising or tutoring.
 - (7) Other evidence of University service which the Department deems equivalent to one of the above.
- g. A determination of the Personnel Committee that the faculty member's performance up to the present time demonstrates the potential for continued professional growth and development.
 - h. A determination by the Personnel Committee concludes that the faculty member will continue to contribute to the Department's goals and objectives.

B. Promotion

1. In general, the minimum time required in rank before promotion to a higher rank is four years. Up to two years in rank as a full-time, non-bargaining unit faculty member at CMU or elsewhere may be applied toward this four year requirement. In extraordinary circumstances, upon mutual agreement of the Department, Dean, and Provost, an exception may be made to the minimum amount of service required.
2. No faculty member shall be considered for promotion to any rank for which he or she does not possess the minimum academic qualifications specified in Section VIII.C.
3. Promotion in rank is not automatic nor based primarily on seniority. Rather, it is based on the faculty member's demonstrated professional achievements including:
 - a. Teaching competence,
 - b. Scholarly and creative activity,
 - c. Professional growth of a significant nature, and
 - d. University service which may be supplemented by public service related to the faculty member's discipline.
4. The Department shall make a positive recommendation for promotion to a particular rank if the faculty member has demonstrated teaching competence, scholarly and creative activity, professional growth, and University service which meet the standards set forth in IX.A.2.c.-f.

C. Salary Adjustment for Professor

The Personnel Committee shall make a positive recommendation for an increase in a Full Professor's base salary (i.e., Salary Adjustment for Professor) if the standards set forth in IX.B. for promotion from Associate Professor to Full Professor are met.

X. REVIEW, REAPPOINTMENT, AND SELECTION OF DEPARTMENT CHAIRPERSON

A. Annual Informal Review of Chairperson

1. The purpose of this review is to allow for annual feedback from members of the Department to the Chairperson.
2. The Chairperson of the Personnel Committee shall initiate the informal review and distribute printed evaluation forms (or questionnaires) to all Department members according to the following procedure:
 - a. The evaluation form (or questionnaire) shall first be submitted to the Personnel Committee for approval.
 - b. The approved form shall be distributed annually to faculty members during the Spring Semester, but no later than one month prior to the end of the Spring Semester.
 - c. Faculty members shall not be required to sign written evaluations.
3. Completed evaluation forms shall be returned to and reviewed by the Chairperson of the Personnel Committee.
4. The Personnel Committee may utilize other methods in addition to written evaluation forms for the purpose of conducting the informal review.
5. The Personnel Committee shall submit a summary of the review to the Department Chairperson.

B. Subsequent Appointment of Chairperson

During the last year of the Department Chairperson's term, the following steps shall be taken:

1. By October 1, the Personnel Committee shall ascertain the faculty's evaluation of the Chairperson in the areas of leadership and communication by means of a written survey. This information shall be shared with the Chairperson before October 15.

2. By November 1, the Chairperson shall notify the Personnel Committee whether or not he/she wishes to seek subsequent appointment as Chairperson.
3. The Personnel Committee will then solicit nominations for the chair position.
4. The Personnel Committee shall submit a process for selecting a chairperson to the department for its approval.

C. Selection of Chairperson

1. The Personnel Committee of the Department (hereinafter referred to as the Committee) shall conduct either an internal and/or external search for qualified candidates.

Any tenured or tenure-track faculty members of the Department may apply for the position.

2. The Committee shall review and screen applicants.
3. The Committee shall circulate to Department members the resumes of up to five (5) candidates they deem to be the most qualified.
4. The Department shall meet and identify the top candidates.
5. The Committee shall schedule and hold interviews with the top candidates and shall afford Department members the opportunity to meet with them also.
6. Those eligible to vote shall then vote by secret ballot for the candidate of their choice.
7. If no candidate receives a majority of those eligible to vote, a run-off election shall be held between the two receiving the most votes.
8. The candidate receiving a majority of those eligible to vote shall be considered the Department's choice for Chairperson.
9. Nothing contained herein shall preclude the Department from deciding by majority vote to appoint a Chairperson for a term of one year.

XI. SCHEDULING TEACHING ASSIGNMENTS

The Chairperson is charged with the responsibility to schedule teaching assignments for the faculty. In doing so, the Chairperson shall make every effort to do this in a fair and equitable manner with due regard to the expressed preferences of the faculty members. Preference shall be given to regular faculty over temporary and part-time faculty with regard to course and/or schedule offerings, and taking into account previous schedules, room availability, and student needs. In any case of serious disagreement, the faculty member may appeal the matter to the Department's Personnel Committee, which will

review the matter and render a decision which may be appealed under section VI.D. of these procedures. Copies of the Committee's decision shall be given to the affected faculty member and the Department Chairperson.

XII. SUMMER TEACHING

A. Course Scheduling

It is the responsibility of the Department Chairperson to schedule summer session classes on the basis of:

1. Evaluation of student demand.
2. Availability of FTE.
3. Faculty availability, qualifications, and teaching preferences.
4. Graduate course requirements.

B. Faculty Scheduling

1. Every effort will be made to offer all tenured and tenure-track faculty who want to teach a schedule of one course each summer. This will depend on faculty preference and qualifications, considering:
 - a. Courses regularly taught by the faculty member.
 - b. Academic/professional background of the faculty member.
2. Second course when available will then be allocated on the basis of (in order of priority):
 - a. Qualifications.
 - b. Not taught the previous summer(s). Those who had asked for a summer course and were not given a course will have a higher priority over those who had not asked for a course and are requesting now.
 - c. Seniority.
 - d. Rank.
3. (NOTE: For first course assignment) In cases when a faculty member cannot be assigned a course every summer, a course will then be assigned on the basis of (in order of priority):
 - a. Qualifications.
 - b. Not taught the previous summer(s). Those who had asked for a summer course and were not given a course will have a higher

priority over those who had not asked for a course and are requesting now.

- c. Taught at least half-time in the Department the preceding year.
 - d. Seniority.
 - e. Rank.
4. The faculty member who does not receive a second course assignment shall have priority in the assignment of his or her second course in the next summer.
 5. Since all summer classes are subject to cancellation for insufficient enrollment, any course dropped from the schedule will entitle the faculty member to provision under #4 above.
 6. Summer course assignments beyond two per faculty member may be made if student demand exists subject to provision in #2 above.
 7. The Department Chairperson is guaranteed a 3-hour teaching load in accordance with the provisions in the Agreement. After such assignment, the Chairperson will be treated as a regular faculty member in summer teaching assignment based on procedures outlined above.
 8. Appeals of any of the above decisions may be made in the following order:
 - a. Department Chairperson.
 - b. Department Personnel Committee.
 - c. Department faculty.

XIII. FEEDBACK FOR IMPROVEMENT OF TEACHING EFFECTIVENESS

A. Purpose of Annual Evaluation

1. The teaching performance of Department members shall be evaluated each semester utilizing student input, for the sole purpose of encouraging and assisting faculty to work toward the improvement of teaching effectiveness.
2. Results of these evaluations shall not be used in any individual personnel decision unless submitted personally by the faculty member under consideration.

B. Committee for the Improvement of Teaching Effectiveness

Results from the evaluations shall be reviewed annually by the Committee for the Improvement of Teaching Effectiveness (hereinafter referred to as Teaching Effectiveness Committee).

C. Charge of Teaching Effectiveness Committee

The Committee's charge is as follows:

1. To establish a timetable for the annual review and to give faculty one month notice of the review date.
2. To assist faculty, upon request, in gathering teaching effectiveness data which may include student surveys, classroom visitations, video taping of classroom performance, etc.
3. To conduct the annual review based on:
 - a. Student input solicited through the use of the University's Student Opinion Survey; or
 - b. An alternative student survey.
 - c. Other relevant data submitted at the option of the individual faculty member.
4. To meet with any Department member, individually, at the department member's request, for the purpose of discussing that individual's results of the review.
5. To prepare a preliminary report summarizing the results of the Department's teaching performance, but protecting the confidentiality of individuals to the extent reasonably possible.
6. To schedule and conduct at least one meeting each semester for the Department to discuss and recommend ways to improve teaching effectiveness.
7. To prepare an annual Department report based on results of the Committee's review and Department's recommendations. This report shall serve as the basis for the Chairperson's discussion with the Dean at the annual meeting provided for under the College of Business Administration's "Policy on the Improvement of Teaching Effectiveness."
8. To assist the Chairperson in implementing Department recommendations for improvement of teaching effectiveness.

XIV. PROFESSIONAL TRAVEL/RESEARCH FUNDS

A. As is well known, the CMU Faculty Research and Creative Endeavors Committee (FRCE) awards research grants and financial support (“Premier Display”) for professional activities, such as presentation of papers. Business faculty participation in these funds is disproportionately low, and it would appear that there is opportunity for the Department of Management faculty to tap those resources for funding research and professional participation. The Department encourages its faculty to approach the FRCE first for financial support.

B. As far as the Department funds are concerned, the following guidelines will apply:

1. Attendance at professional meetings/conferences. A maximum of \$500.00 per faculty member, to be reviewed annually.
2. Participation in professional meetings/conferences. This would include presentation of papers, chairing panel sessions, and serving as discussants. The Department contribution could go higher than the \$500.00 specified in “1.” above, to be reviewed annually, subject to availability of funds.
3. Modest financial grants, based on availability of funds, could be given to individual faculty members who submit research proposals for evaluation by the Personnel Committee of the Department. Only one grant per faculty per year will be considered.

Rationale: Since the emphasis on research and creative endeavors is increasingly evident in personnel decisions, and since the FRCE Committee sometimes does not fund a business research proposal/creative endeavor, a modest Department subsidy (or grant) would serve to sustain and develop faculty research interests. If the FRCE, at any subsequent time, accepts a faculty member’s research proposal for funding, then the money received from the Department for the same proposal/project will be returned to the Department.

4. In an academic year, ordinarily, a faculty member could use only one of the provisions listed in 1. through 3. above.

XV. POLICY ON TEMPORARY FACULTY

A. Appointments

Recommendations for the appointment of temporary faculty shall be made by the Chairperson, with the approval of the Personnel Committee, rank, salary, and term of appointments consistent with University Policy and the needs of the Department. Under normal circumstances, such appointments shall be made, utilizing the following criteria as guidelines:

1. First preference will be given to persons possessing terminal degrees relevant to the subject area(s) to be taught who either have taught before

or are currently teaching in the Department of Management and have a demonstrated record of effective teaching.

2. Second preference will be given to persons who have relevant terminal degrees or who are in the process of pursuing such degrees.
3. Third preference will be given to persons who have relevant Master's Degree(s) plus teaching and/or work experience particularly applicable to the subject area(s) to be taught. Appointment will be limited to one semester at a time.

B. Eligibility for Department Support

Temporary faculty are eligible for Department support for travel and/or research funds. In the allocation of scarce resources, the following factors are to be considered:

1. The prospect of the temporary faculty member continuing in the Department.
2. The importance of the proposed expenditure to the Department.
3. When priorities are relatively equal, preference will be given to regular faculty members.

XVI. SABBATICAL LEAVES

The granting of sabbatical leaves is governed by the Agreement and the "University's Administrative Rules and Procedures" promulgated by the President. Proposals for sabbatical leave should be submitted to the Personnel Committee by the first Friday of the Fall Semester but in any event no later than two weeks before the deadline set by the College, one year prior to the requested leave period. The Personnel Committee, in arriving at a decision, shall comply with all applicable rules and procedures, including those in the Agreement and the College of Business Administration: Guidelines, Procedures.

XVII. LEAVE OF ABSENCE

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

A. Release Time for Temporary Assignment Within the University

A Department recommendation for a temporary assignment outside the department but within the University shall be made jointly by the Chairperson and the Personnel Committee. If a faculty member takes exception to the recommendation of the Chairperson and Personnel Committee, he or she can appeal to the Department for a reconsideration of the recommendation which

shall be approved or reversed by the majority votes cast. When granted, such assignment shall be reviewed by Department faculty at least every three years. All extensions of temporary assignment must be approved by the Chairperson and the Personnel Committee. Once a leave goes beyond three consecutive years, it must be reviewed by the Department.

B. Unpaid Leave of Absence from CMU

Faculty may apply to the Chairperson for a leave of absence from the University. Such leaves must be supported by the Department, the Dean, and the Provost. Requests to extend an approved leave for one additional year must be submitted to the Personnel Committee. The recommendation of the Chairperson and/or Personnel Committee may be appealed to the Department faculty. Requests for leave without pay and extensions of such leave must be made by March 1. If a request is made after March 1, the faculty member subsequently relinquishes the right of appeal to the Department. Nothing in this provision denies or excludes rights under the Family Medical Leave Act.

C. Paid Leave of Absence from CMU

1. Leave of absence from teaching with pay.

Faculty should be encouraged to apply for grants. Thus, as much flexibility as possible should be encouraged to allow faculty to “buy-off” teaching time with a grant. The Department’s recommendation for the leave shall be made by the Chairperson. Leave for a period longer than one year shall be recommended by the Personnel Committee. Such leave shall be reviewed by the Department every three years. All extensions of leave of less than three years must be recommended by the Chairperson and the Personnel Committee. Once a leave goes beyond three years, it must be reviewed by the Department.

2. Sabbatical leave.

Sabbatical leave is governed by the Agreement and the “University’s Administrative Rules and Procedures” promulgated by the President. However, if in the opinion of the Chairperson an excessive number of faculty have applied for sabbatical leave for a given academic year, the Chairperson and Personnel Committee shall jointly decide if the number of sabbatical leaves granted should be limited for that particular academic year.

D. Criteria for Leave

When reviewing a request for a leave/release time (other than sabbatical leaves), the Chairperson, Personnel Committee, and the Department shall consider:

1. The needs of the Department;
2. The amount of imposition such a leave will have on other faculty members;

3. The availability of other personnel to cover the faculty member's courses and other departmental obligations; and
4. Financial cost to the Department when cost of replacement exceeds amount of reimbursement to the Department.

The Chairperson, Personnel Committee, and the Department shall make every effort to accommodate the faculty member requesting the leave. When a faculty member is denied a leave/assignment, he or she will be provided a letter listing the reasons for the denial.

XVIII. OFFICE SPACE ASSIGNMENT

The Chairperson shall assign new faculty to available office space. Any faculty member may request a change of office when a vacancy occurs. If more than one Department member requests the same space office, the Chairperson will make the assignment on the basis of the following priority:

1. Rank
2. Seniority

However, no Department member shall be required to vacate a current office to accommodate another Department member's request.

XIX. FACULTY RETRENCHMENT POLICY

- A. When the Department is faced with retrenchment, the Personnel Committee will be charged with formulating the departmental recommendation. The recommendation manifested by the majority of the members of the Personnel Committee through the casting of secret ballots shall be approved by a majority vote of the Department before it is implemented.
- B. In formulating the recommendation, the Personnel Committee will consider the full range of its options and will base its recommendation on an assessment of the best interests of the students who are to be educated and the anticipated educational program of the University. When a recommendation for reduction must be developed, the Personnel Committee shall comply with provision in the Agreement and consider the following options:
 1. To leave unfilled a vacancy caused by retirement or resignation, or some other form of natural attrition.
 2. Not to consider additional appointments for a faculty member serving on a temporary appointment.
 3. To reconvert graduate assistantship earlier established by the conversion of the faculty positions to graduate assistantship.

4. Non-reappointment of a non-tenured faculty member serving on a regular appointment.
5. Make faculty members aware of any University retirement incentive/voluntary resignation programs.
6. Dismissal of a tenured faculty member according to established University policies.
7. Appeals in this instance shall be subject to University Appeal Procedure.

XX. CLASS CANCELLATION

- A. The following procedure is intended to be consistent with the College of Business Administration Class Cancellation Procedure (12/1/93). While each member of the faculty is contractually entitled to two (2) necessity leave days per academic year (in accordance with provisions in the Agreement), it is expected that faculty members will consistently meet their scheduled classes in a timely fashion and hold them for the scheduled length of time on each occasion.
- B. If a faculty member is unable to meet a class for reasons other than necessity leave or an approved leave defined under provisions in the Agreement, prior written notification to the Chairperson for approval one week in advance of the class to be missed normally may be required. Such notification should include the date, time, section of the class, and reason for missing the class. In addition, it should be stated if the class will be canceled or if a substitute instructor will be used.
- C. The Chairperson will approve or reject all requests for missing class. If the Chairperson rejects a request, the faculty member may appeal the decision to the Personnel Committee. The Personnel Committee, with a positive vote of a majority of those members present, may override the Chairperson's decision. If rejected by the Personnel Committee the faculty member may appeal the decision to the departmental faculty. A positive vote of a majority of those present at the designated meeting is required to override the Chairperson's decision.
- D. Since faculty are evaluated on professional activities, requests for missing class in order to present a paper at a professional conference or attend a professional conference or training program/workshop generally will be granted. Missing class to perform other paid work related to consulting, teaching, or administrative duties is discouraged and generally will not be approved.
- E. If the faculty member misses class without prior approval of the Chairperson (except for example in the case of family or personal emergency or illness) appropriate steps which may lead to disciplinary action will be initiated as specified by the Agreement (e.g., absence treated as leave without pay, etc.).
- F. If needed, the Chairperson is authorized to implement an appropriate monitoring and/or record-keeping system as part of this procedure.

XXI. FACULTY ADVISORS

Only regular faculty will serve as an advisor for an internship, independent study, or sign majors or minors consistent with their respective area(s) of specialization. However, the Chairperson may sign majors or minors if a faculty member is not available.

XXII. APPROVAL OF COURSE FORMAT CHANGES

A sample of Management courses offered by CEL shall be reviewed by the Department every three years for compliance with master syllabi.

XXIII. APPROVAL OF CEL INSTRUCTORS

- A. The Department Chairperson shall have the authority to approve or disapprove all credentials of all individuals who teach CEL-scheduled courses having a Department of Management course description.
- B. The Chairperson's decision shall ordinarily reflect the recommendations of the faculty members of the relevant discipline within the department (i.e., Business Policy/General Management; Human Resources/Organizational Behavior and Production/Operations).
- C. Each relevant discipline shall establish the procedure and criteria for evaluation of individuals being considered for CEL scheduled courses, and shall provide the Chairperson with written, reasoned recommendations.
- D. Should the Chairperson decide not to follow a faculty recommendation, the Chairperson shall provide the faculty members of the relevant discipline with written explanation.
- E. A copy of the faculty recommendation shall accompany the Chairperson's decision when forwarded to CEL.