

**DEPARTMENT OF MARKETING AND HOSPITALITY  
SERVICES ADMINISTRATION**

**DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS**

**Approved July 1, 2012**

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All parts of these Procedures, Criteria, Standards, and Bylaws are subject to terms specified in the Agreement between Central Michigan University and the Central Michigan University Faculty Association (referred to herein as “Agreement”). If any provision in this document is inconsistent with the Agreement, University policy, or state and federal law or regulations, or any accreditation or certification standards, such inconsistent provision shall be null and void.

**DEPARTMENT OF MARKETING AND HOSPITALITY SERVICES ADMIN.  
Departmental Procedures, Criteria, Standards, and Bylaws**

**I. INTRODUCTION/PREAMBLE**

The operating unit described in this document is one of the academic departments on the campus of Central Michigan University, Mt. Pleasant, Michigan, and is housed in the College of Business Administration. The name of the department is the DEPARTMENT OF MARKETING AND HOSPITALITY SERVICES ADMINISTRATION. The Department consists of a chairperson, faculty members, and staff. All members have an opportunity to participate in the operation of the Department according to the procedures, criteria, standards, and bylaws outlined in the following articles.

**A. Definition of Faculty**

The Department of Marketing and Hospitality Services Administration defines faculty in the same way as did the Board of Trustees of Central Michigan University in their minutes of January 22, 1969:

The University faculty shall include all those who have an academic rank of lecturer, instructor, or above, and whose appointment calls for at least half-time service in research or instruction or in a combination of the two. It shall also include the principal executive and administrative officers (president, vice presidents, deans), professional librarians, personnel counselors, curators, and directors or administrative coordinators of the various academic and research activities under the general administration of the Vice President of Academic Affairs, and others to whom the President, with the concurrence of the appropriate academic department or division, may assign an academic rank.

**B. Qualifications for Voting**

To be eligible to vote within the department on all matters, the faculty member must be a tenured or a tenure-track faculty member within the Department. Other faculty may vote on a specific issue as specified in this document, except for personnel and curriculum matters involving regular faculty, if a majority of the regular faculty vote to include them.

**C. Departmental Meetings**

**1. Criteria for Meetings and Attendance**

These will be held as deemed necessary during the Fall and Spring Semesters. Meetings are called by the Department Chairperson, and will be scheduled for a time period that conflicts the least with the known teaching and committee obligations of the faculty. All tenured and tenure-track faculty, with half-time or greater assignments, are expected to attend regular meetings.

**2. Review of Procedures, Criteria, Standards, and Bylaws**

- a. Each Fall Semester the Personnel Committee shall review the Department's Procedures, Criteria, Standards, and Bylaws, and propose

any changes necessary to ensure that they continue to reflect the mission statements, goals, and objectives of the Department, College, and University. In those years in which a new Agreement is published, this review should include changes contained in the Agreement.

- b. Proposed revisions and/or amendments must be presented in writing at a regular or special meeting, or to each individual faculty member, at least five regular class days preceding the meeting at which the proposed revisions and/or amendments are to be voted on.
- c. A revision and/or amendment shall be considered ratified if approved by a majority of the faculty eligible to vote voting by secret ballot.
- d. Amendments and/or revisions shall take effect after approval by the Dean of the College of Business Administration and the Provost, as specified in the Agreement.

## **II. THE GOVERNANCE STRUCTURE AND OPERATING METHODS OF THE DEPARTMENT**

### **A. Position of Chairperson**

#### **1. Procedures for the Appointment, Formal and Informal Review, and Reappointment of the Chairperson**

##### **a. New Appointment**

The faculty of the Department may search for a new Chairperson from among current Department faculty, from outside the University, or from a combination of the two.

- (1) From within the Department: Announce the opening in writing to all faculty members of the Department. The announcement should specify the following:

The duties and responsibilities for a Chairperson.

The initial term of office for the Department Chairperson is two years, but this may be extended to three to five years by a two-thirds vote of the faculty.

The procedures to be followed by the person when making application for the position.

The date by which the formal application must be received.

The person to whom the application is to be submitted.

The Personnel Committee will receive all applications for the position of Chairperson.

When the deadline for submission of applications has been reached, the Personnel Committee will review all applications for the position of Chairperson, and will arrange for each applicant to visit with other faculty members on an individual basis. When the interview process is completed, the Personnel Committee shall, in writing, call for a special meeting of the Department's faculty. The announcement shall specify the purpose of the meeting, and the resumes of all the recommended applicants will be on file for all faculty to review prior to the meeting.

At the special meeting, the faculty will vote by secret ballot. The applicants will not have a vote.

If there is more than one recommended applicant, a simple majority of those present and qualified to vote will identify the one nominee for the Chairperson's position. If there is only one recommended applicant, he/she will be considered the nominee.

Another secret ballot will be taken from all Department faculty members present and qualified to vote. Each faculty member will vote Yes or No. A vote of Yes from two-thirds of the voting faculty will be needed to appoint the nominee as Chairperson.

- (2) From outside the University: As above, except that finalists will have been screened by telephone and invited for campus visits.
- (3) From within the Department in combination with a search outside the University: As above, per II.A.1.a.(1) and (2).

**b. Formal Review of a Chairperson**

- (1) A formal review of the Chairperson shall be conducted annually.
- (2) An ad hoc committee of three faculty members should be selected by the Personnel Committee to conduct the annual review. Although previous reviews can provide input, the Chairperson Review Committee may develop its own instrument for the evaluation. The evaluation process shall invite input from all faculty members assigned to the Department at least ½ time.
- (3) As part of the evaluation procedure, the ad hoc Chairperson Review Committee may call upon the assistance of persons outside the Department. However, if any form of financial compensation is involved, this must be approved in advance at a departmental meeting by a simple majority of faculty present.

**c. Procedures for Conducting a Review**

- (1) The Chairperson Review Committee will be selected at the first Personnel Committee meeting of the Spring Semester.
- (2) The review should be completed by the end of the eleventh week of the Spring Semester.
- (3) The Chairperson and the Dean will be notified of the results of the evaluation by the end of the twelfth week of the Spring Semester. The Chairperson of the Personnel Committee and a representative of the Chairperson Review Committee will discuss the results with the Chairperson.
- (4) Any departmental faculty member shall be able to communicate any immediate reactions, feelings, or complaints directly to the Chairperson at any time during the year.

**d. Reappointment of the Chairperson**

- (1) The Chairperson shall communicate her/his intention to step down or desire to continue as Chairperson by the end of the fourteenth week of the Spring Semester that immediately precedes the last year of the current term.
- (2) Reappointment shall be by a two-thirds majority of voting faculty by secret ballot or by proxy at a regular or special faculty meeting. Notification of the date, time and purpose of the meeting shall be given at least five regular class days preceding the meeting of the department faculty. Proxy votes received by the Chairperson of the Personnel Committee within five days preceding the meeting will be included in the vote.

**2. Procedures for the Appointment of an Acting Chairperson**

**a. Absence of Department Chairperson**

In the event that the Department Chairperson has to be absent from her/his duties and responsibilities, the Chairperson of the departmental Personnel Committee shall assume the responsibilities of the Chairperson.

- (1) In cases of short-term illnesses, leaves, or death in the family of the Chairperson, the Chairperson of the Department Personnel Committee shall assume the Acting Chairperson position until the return of the regular Chairperson. Should the regular Chairperson not be able to return as specified in this paragraph, then (2) or (3) below goes into effect – whichever is applicable.

- (2) If the regular Chairperson will be unable to execute her/his required responsibilities for an extended period of time (e.g., because of sabbatical, leave of absence, long-term illness, or certain administrative appointments), the Chairperson of the Department Personnel Committee will assume the duties of the Chairperson until an Acting Chairperson can be selected from among the Department's faculty. The Acting Chairperson will serve until the regular Chairperson returns or until the end of her/his appointment, whichever occurs first. If during the time the Acting Chairperson is serving the regular Chairperson chooses not to return, then the Acting Chairperson will serve until a new appointment can be made by the faculty.
- (3) If the regular Chairperson is unable to resume the responsibilities of office (e.g., because of death, resignation, accident, or retirement), the Chairperson of the Department Personnel Committee shall assume the duties of Chairperson until an Acting Chairperson can be selected from among the faculty. The Acting Chairperson will serve until a new appointment is made.

**b. Selection of the Acting Chairperson**

Selection of the Acting Chairperson will be accomplished through the following steps:

- (1) The Department Personnel Committee shall announce in writing to all Department faculty members that the position of Acting Chairperson is available. The announcement shall include the date by which applications must be received, the person to whom they must be submitted, and the date and time of the Department meeting at which the Acting Chairperson will be selected.
- (2) Applications shall be in writing, shall include a statement of willingness to serve, and shall be accompanied by an up-to-date vita. They shall be available to the faculty for review at least one day on which classes are held on campus prior to the meeting described in the following paragraph.
- (3) At a special departmental meeting called by the Personnel Committee, the names of the faculty members applying for the position of Acting Chairperson shall be voted upon by secret ballot until a two-thirds vote of the voting faculty is received for a candidate.

**3. Conditions Under Which a Chairperson May be Removed**

The Department Chairperson will be removed from that position in accordance with provisions in the Agreement.



**B. Departmental Committees**

**1. Selection of Standing Committees, Their Chairpersons, and Their Duties**

Each Standing Committee shall have a carry-over member from the previous year.

**a. Curriculum Committee**

- (1) Selection and composition. The committee shall include three members, two members from Marketing and one representing Hospitality Services, all of whom will be elected at the first regular Department meeting of the academic year. The term of office is from the date of election until the next election is held.
- (2) Selection of chairperson. The chairperson of the committee shall be selected by the committee.
- (3) The chairperson of the Department Curriculum Committee shall be the Department's representative on the College Curriculum Committee.
- (4) In accordance with the procedures of the College Curriculum Committee, another member of the Department Curriculum Committee shall be designated the Department's alternate representative.
- (5) Duties:

Periodically review all programs and tracks to ensure that they continue to meet the goals and objectives established by the Department and College.

Research new programs and track ideas for supportive data and present findings.

Review and/or develop proposals for new business-connected course offerings for both traditional students and nontraditional students. Coordinate such proposals with existing programs and tracks and analysis of target markets.

Continually review status of present programs and tracks and make recommendations for change in view of the changing job market for the Department's graduates.

Review and/or develop proposals for eliminating course offerings.

Respond to problems concerning the Department's programs and tracks.

Investigate course offerings in other departments to identify those that may be combined with, or supportive of, the Department's course offerings.

**b. Personnel Committee**

(1) Selection and Composition. The Personnel Committee shall be composed of all tenured faculty members of the Department plus one non-tenured faculty member elected by a simple majority of the regular Department faculty members. The Department Chairperson may not chair the Personnel Committee but will have a vote on matters before the committee.

(2) Selection of Chairperson. The members of the committee will vote by secret ballot until a Chairperson is selected by a simple majority of voting committee members.

(3) Duties and Responsibilities

To be an advisory committee to the Department Chairperson.

To recommend appointment and reappointment, tenure, promotion, and professor salary adjustment in accordance with department, college, and university procedures, criteria, and standards.

Other matters pertaining to faculty personnel deemed necessary by the Department, the committee, or as required by the Agreement.

To review applications for sabbatical and unpaid leave, faculty exchanges, and released time proposals, and to make recommendations to the Department Chairperson.

To organize and conduct the Colleague Classroom Visit as described in section V.A.2.

**c. Ad Hoc and Special Committees and Other Departmental Duties**

(1) These committees will be organized and other duties initiated by the Department Chairperson. All faculty members are expected to carry their share of committee

and other duties. Selection of members may be accomplished in any of the following ways:

Faculty members may:

volunteer to serve;

be appointed by the Chairperson;

be nominated and elected in a regular or special Department meeting.

- (2) Duties. To undertake tasks of a one-time nature or those that take a relatively short time but recur periodically.
- (3) These committees, their structure and tasks, and the allocation of other duties will be reevaluated at least once during the academic year at a regularly scheduled Department meeting.

### III. CRITERIA FOR EVALUATION OF FACULTY

- A. **Teaching.** Effective instruction is a requirement for any reappointment, tenure, or promotion of faculty at CMU. Applicants must provide evidence of their effectiveness in helping CMU students to learn.
- B. **Scholarly and creative activity.** This includes books and articles and paper presentations at professional meetings. It also includes innovations in pedagogy and advanced training related to one's discipline and/or research interests. All scholarly work must be of high quality and have been published as a result of a refereed process. Should the Personnel Committee deem it necessary, all or part of the published work of a faculty member may be sent out for external review.
- C. **Service.** This includes forms of services to students through formal and informal contacts as academic advisors and counselors, participation in committees and task forces on the Department, College, and University levels, public service related to the faculty member's discipline, various professional roles in the community at large that create positive public relations contributions to the University, consulting on projects that affect the University or its units, securing grants, generating funds for the Department's general Discretionary Fund, and contributing to international initiatives at the Department, College, or University level.

#### D. Differences in Focus for Tenure Decisions vs. Promotion Decisions

A major distinction between the decision for reappointment and tenure and the decision for promotion lies in the future orientation of the former. As defined in the Agreement, the bases for judgment for reappointment and tenure are (a) the achievements and promise of the faculty member and (b) the future needs of the University. The basis of judgment for promotion is the demonstrated achievements of the faculty member. Thus, the decision for reappointment and tenure involves a prediction of future faculty

performance and future University needs, along with an assessment of performance to date, while in contrast, the decision for promotion focuses only upon performance to date. The same categories of performance are used for both types of decisions, and are set out in the Agreement.

#### **IV. STANDARDS FOR REAPPOINTMENT, TENURE, PROMOTION, AND PROFESSOR SALARY ADJUSTMENT**

As these are the minimum standards, the achievement of the minimum in each category will not be considered sufficient for reappointment, tenure, promotion, and professor salary adjustment. Achievements well above the minimum level are expected in one or more of the three categories to be evaluated. The following statements are based on the assumption of sufficient resources to support the kinds of activities specified.

##### **A. Standards for Tenure**

###### **1. Performance to Date**

**a. Teaching.** Through the use of the Peer Review System (described later in this document), the faculty member's peers must judge her/him to meet current minimum levels in each of the following general areas:

- (1) Appropriate selection and use of current textbooks and/or other published teaching materials.
- (2) Appropriate development and use of syllabi, tests, written assignments, and supplementary handouts.
- (3) Student Opinion Survey ratings.
- (4) Preparation for classes.
- (5) Classroom pedagogy: This shall include the provision of a learning-centered environment in accordance with the College's goals and objectives.
- (6) Respect for the dignity of students.
- (7) Ability to generate student interest.
- (8) Instructional development material and other similar initiatives, and research and publication concerned directly with matters of pedagogy will be taken as additional evidence of teaching achievement.

###### **b. Scholarly and Creative Activity**

- (1) Authorship of four refereed journal articles. An applicant will have the opportunity to make the case that other work (such as a textbook, textbook revision, book, business manual, handbook,

or significant other published work) is of equal merit to a refereed journal article, and he/she may be allowed to substitute this other work for one of the refereed journal articles. The onus is on the applicant to make the case for such a substitution. An article or paper reprinted in readings, books, or other places will be counted only for its original appearance, not as it is reprinted. Refereed papers published in the proceedings of a regional, national or international professional organization's annual meeting, and published cases and other business-connected material are additional evidence of scholarly performance.

- (2) A positive tenure decision requires that the applicant demonstrate not only sufficient productivity in terms of numbers of publications, but sufficient overall quality as well. The quality of an applicant's scholarly activity will be determined based upon a narrative submitted by the applicant which addresses the following two criteria:
  - a) the contributions made to theory, practice and/or pedagogy by each of the applicant's publications.
  - b) the specific contributions of the applicant to each of their publications for which he or she was not the sole author.
- (3) The applicant must be classified as academically qualified (AQ) according to the AACSB accreditation standards established by the College of Business Administration.
- (4) The applicant should hold at least a doctoral degree in an appropriate field.

**c. Service**

- (1) An acceptable level of involvement with students through mentoring, acting as an advisor to a professional student organization, or through some other means. An active role in a departmental ad hoc and/or standing committee or other departmental duties. Membership on at least one significant College or University committee, or evidence of other comparable service.
- (2) Must be a member of at least one national professional organization that is related to the faculty member's discipline and whose mission is consistent with that of the Department and must have attended at least one of such organization's national conferences within the last two full academic years.

**2. Predictions of Future Faculty Performance and University Needs**

**a. Future Faculty Performance**

Based on performance to date and other information available to it, the Personnel Committee must judge that there is a high probability that the applicant will meet all of the standards for their next promotion “on time.” “On time” is defined to mean within the contractually specified number of years of service in rank that one would normally be required to accumulate in order to qualify for their next promotion.

**b. University Needs**

Based on enrollment projections for the Department and University, it must seem likely that the Department and the University will need the talents possessed or likely to be possessed by the faculty member being evaluated within three years of her/his appointment to the rank now held.

**B. Standards for Promotion**

**1. Time in Rank**

The minimum time in rank required before applying for promotion is determined by the time in rank requirements specified in the Agreement. If they choose to apply, a faculty member will be reviewed for promotion assuming he or she meets the minimum time in rank requirements specified in the Agreement. As specified in the CMU/FA Agreement, the Dean may conduct a periodic performance review of a faculty member who does not apply for promotion.

**2. Information Required**

For promotion, the information required is strictly related to performance to date. Such information will come to the Personnel Committee through the use of the Peer Review System (described later in this document) and other sources as appropriate.

**3. Performance to Date in Teaching for All Ranks**

The minimum criteria in this category are the same as for tenure, as set out in IV.A.1.a. above, and are the same for all ranks.

**4. Performance to Date in Scholarly and Creative Activity**

**a. For Promotion to Associate Professor**

- (1) Authorship of four refereed journal articles. An applicant will have the opportunity to make the case that other work (such as a textbook, textbook revision, book, business manual, handbook, or significant other published work) is of equal merit to a

refereed journal article, and he/she may be allowed to substitute this other work for one of the refereed journal articles. The onus is on the applicant to make the case for such a substitution. An article or paper reprinted in readings, books, or other places will be counted only for its original appearance, not as it is reprinted. Refereed papers published in the proceedings of a regional, national, or international professional organization's annual meeting, and published cases and other business-connected material are additional evidence of scholarly performance.

- (2) Promotion to associate professor requires that the applicant demonstrate not only sufficient productivity in terms of numbers of publications, but sufficient overall quality as well. The quality of an applicant's scholarly activity will be based upon their review of a narrative submitted by the applicant, which addresses the following two areas:
  - a) the contributions made to theory, practice and/or pedagogy by each of the applicant's publications.
  - b) the specific contributions of the applicant to each of their publications for which he or she was not the sole author.
- (3) The applicant must be classified as academically qualified (AQ) by the College of Business Administration.
- (4) A teacher of Department courses shall normally hold a doctoral degree in an appropriate field.

**b. For Promotion to Full Professor**

- (1) Authorship of four refereed journal articles plus at least one other publication. For purposes of this provision, 'publication' shall be understood to include refereed journal articles, textbooks, monographs, book chapters, refereed articles published in the proceedings of a national or international professional organization's annual meeting, published cases and published refereed instructional development material. An applicant will have the opportunity to make the case that other work (such as a textbook, textbook revision, book, business manual, handbook, or significant other published work) is of equal merit to a refereed journal article, and he/she may be allowed to substitute this other work for one of the refereed journal articles. The onus is on the applicant to make the case for such a substitution. An article or paper reprinted in readings, books, or other places will be counted only for its original appearance, not as it is reprinted.
- (2) Promotion to full professor requires that the applicant demonstrate not only sufficient productivity in terms of numbers

of publications, but sufficient overall quality as well. The quality of an applicant’s scholarly activity will be based upon their review of a narrative submitted by the applicant, which addresses the following two areas:

- a) the contributions made to theory, practice and/or pedagogy by each of the applicant’s publications.
  - b) the specific contributions of the applicant to each of their publications for which he or she was not the sole author.
- (3) The applicant must be classified as academically qualified (AQ) by the College of Business Administration.
  - (4) A teacher of Department courses shall normally hold a doctoral degree in an appropriate field.

**5. Performance to Date in Service**

**a. For Promotion to Associate Professor**

- (1) During the applicant’s time in rank, must have played an active role in at least one College or University Committee.
- (2) Must have actively participated in the Peer Review System during time in rank by performing formal written evaluations of the teaching of MHSA colleagues who are applying for promotion, tenure or reappointment.
- (3) During the applicant’s time in rank, must have performed at least (4) service activities from the list in the table below (a-gg) in addition to 5.a.(1) and a.(2) above. Applicants may count separate activities in the same service category (a-gg) twice if the category has an asterisk (\*) next to it.

<b>Service to the university</b>
a. Served on additional standing or ad hoc university/CBA committees*
b. Chaired a standing or ad hoc department committee
c. Performed a consulting assignment for a university unit*
d. Secured a university grant or service contract*
e. Participated in fund raising activity for the university
f. Participated in discipline related program review and assessment
g. Developed courses/materials for university extension service
h. Participated in a university or college recruiting event
i. Quoted as a source in the news media regarding issues related to a faculty member’s area of expertise



<b>Service to students/alumni</b>
j. Adviser to a university professional student organization*
k. Performed a discipline related consultancy with students*
l. Mentored students in a discipline related regional, national, international competition*
m. Provided leadership in student career development activities
n. Provided leadership in student internship/job placement
o. Directed honor student senior projects or graduate student theses (including MBA projects)
p. Mentored foreign exchange students
q. Secured scholarships for students
r. Developed/participated in discipline related business advisory board
s. Developed/participated in discipline related alumni activities
t. Supervised a SRCEE presentation
<b>Service to the discipline</b>
u. Participated in a panel discussion at regional, national, international conference of a discipline related professional organization
v. Presented a professional presentation to a business audience
w. Track/session chair at a discipline related regional, national, international conference
x. Held officer position of a discipline related regional, national, international professional organization
y. Member of a committee of a discipline related professional organization
z. Served as editor for a discipline related conference proceedings
aa. Served as editor/reviewer of trade published work
bb. Served as a reviewer for a discipline related conference
cc. Served as a reviewer of a discipline related journal
<b>Service to the Community</b>
dd. Served on a U.S. federal, state, local government standing or ad hoc committee
ee. Served as officer of a local, regional, national or international recognized community service organization
ff. Participated in fund raising activities for a community service organization
<b>Other service activities</b>
gg. An applicant will have the opportunity to make the case that other service activities not listed in this table are of equal merit to those that are listed and he/she may be allowed to count up to two of these non-listed activities. The onus is on the applicant to make the case for each substitution.*

- (4) Promotion to associate professor requires that the applicant demonstrate not only sufficient productivity in terms of the quantity of service activity, but a sufficient overall quality as well. The quality of an applicant’s service will be assessed based upon a review of a narrative submitted by the applicant, which addresses the overall contributions they have made to the university, students/alumni, their discipline and/or the community as a result of their service activities. It is the responsibility of the candidate to document and provide evidence in their narrative demonstrating a high level of quality for each service activity.

**b. For Promotion to Full Professor**

- (1) During the applicant’s time in rank, must have played an active role in at least one College or University Committee.
- (2) Must have actively participated in the Peer Review System during time in rank by performing formal written evaluations of the teaching of MHSa colleagues who are applying for promotion, tenure or reappointment.
- (3) During the applicant’s time in rank, must have performed at least six (6) service activities from the list in the table below (a-gg) in addition to 5.b(1) and b.(2) above. Applicants may count separate activities in the same service category (a-gg) twice if the category has an asterisk (\*) next to it.

<b>Service to the university</b>
a. Served on additional standing or ad hoc university/CBA committees*
b. Chaired a standing or ad hoc department committee
c. Performed a consulting assignment for a university unit*
d. Secured a university grant or service contract*
e. Participated in fund raising activity for the university
f. Participated in discipline related program review and assessment
g. Developed courses/materials for university extension service
h. Participated in a university or college recruiting event
i. Quoted as a source in the news media regarding issues related to a faculty member’s area of expertise
<b>Service to students/alumni</b>
j. Adviser to a university professional student organization*
k. Performed a discipline related consultantship with students*
l. Mentored students in a discipline related regional, national, international competition*

m. Provided leadership in student career development activities
n. Provided leadership in student internship/job placement
o. Directed honor student senior projects or graduate student theses (including MBA projects)
p. Mentored foreign exchange students
q. Secured scholarships for students
r. Developed/participated in discipline related business advisory board
s. Developed/participated in discipline related alumni activities
t. Supervised a SRCEE presentation
<b>Service to the discipline</b>
u. Participated in a panel discussion at regional, national, international conference of a discipline related professional organization
v. Presented a professional presentation to a business audience
w. Track/session chair at a discipline related regional, national, international conference
x. Held officer position of a discipline related regional, national, international professional organization
y. Member of a committee of a discipline related professional organization
z. Served as editor for a discipline related conference proceedings
aa. Served as editor/reviewer of trade published work
bb. Served as a reviewer for a discipline related conference
cc. Served as a reviewer of a discipline related journal
<b>Service to the Community</b>
dd. Served on a U.S. federal, state, local government standing or ad hoc committee
ee. Served as officer of a local, regional, national or international recognized community service organization
ff. Participated in fund raising activities for a community service organization
<b>Other service activities</b>
gg. An applicant will have the opportunity to make the case that other service activities not listed in this table are of equal merit to those that are listed and he/she may be allowed to count up to two of these non-listed activities. The onus is on the applicant to make the case for each substitution.*

- (4) Promotion to full professor requires that the applicant demonstrate a higher level of both the quantity and quality of service activity. At least one of the required six (6) services activities must be a Quality Contribution. To be considered a Quality Contribution, this service activity must demonstrate the candidate's leadership and initiative in making a substantial

contribution to students, the university, or the candidate's discipline.

It is the responsibility of the candidate to document in their narrative the impact of the Quality Contribution and meaningful contributions for each service activity. The quality of an applicant's service will be assessed based upon a review of the narrative submitted by the applicant, which addresses the overall contributions they have made to the university, students/alumni, their discipline and/or the community as a result of their service activities.

#### **6. Professor Salary Adjustment**

A faculty member who has held the rank of Full Professor for at least four years may apply for a Professor Salary Adjustment. The criteria, standards, and processes which apply are those for promotion to Full Professor.

#### **C. Standards for Reappointment**

A major distinction between the reappointment recommendation and other recommendations is the largely future orientation of the reappointment recommendation. Although performance to date will necessarily be part of the data upon which a forecast of performance will be made, the essence of the recommendation is a prediction that the faculty member will earn a favorable tenure decision at the appropriate time. Because the tenure recommendation itself is based partly on predictions of future performance and future University needs, a future orientation plays a predominant role in the reappointment recommendation.

Reappointment criteria include progress toward teaching effectiveness, scholarly and creative activities, and service, eventually leading to eligibility for promotion to associate professor, according to departmental and college policies and procedures.

### **V. PROCEDURES FOR DETERMINING DEPARTMENTAL RECOMMENDATIONS FOR REAPPOINTMENT, TENURE, PROMOTION, AND PROFESSOR SALARY ADJUSTMENT**

#### **A. The Peer Review System**

The Peer Review System shall be the primary method for obtaining material for reappointment, tenure, promotion, and professor salary adjustment decisions, as well as for general faculty development. The most important element of it is peer feedback. Peers are defined as regular faculty members of any academic rank in the same department as the person receiving the feedback. Feedback is defined as evaluative comments on any aspect of the professional performance of the person receiving the feedback.

Peer feedback helps the individual faculty member to polish her/his learning management skills, and to benefit from the informed opinions of professional colleagues. It helps the Department to monitor the learning situations to which students are being exposed, which

will affect their success in the job market and subsequently in their chosen careers. Those faculty members providing the feedback benefit from exposure to varied concepts, techniques, and research opportunities, which may provide insights into their own standards of performance.

The procedures below recognize the need to consider many specific and detailed elements of professional performance. They also acknowledge that at least some of one's feedback to a peer is intuitive and general, yet legitimate. They recognize a need for communication among colleagues about their professional activities. There will be two major vehicles for facilitating peer communication and feedback. The first is a special file, the second is the classroom visit.

### **1. The Colleague Communication File**

A colleague communication file should be developed by each faculty member who is applying for reappointment, tenure, promotion, or professor salary adjustment. Colleague communication files for faculty members other than those stated above may be necessary if they are called for by the Department Personnel Committee. The file must be provided to the Chairperson of the Personnel Committee one month prior to the date the personnel recommendation is due at the Dean's office, or on another date specified by the Personnel Committee. It may be checked out by any other faculty member in the Department. The contents of the file may not be copied without the permission of the colleague whose file it is. The departmental secretary will control the files, and will sign each one in and out.

The most complete file will contain the following:

- a. An up-to-date vita**
- b. Related to Teaching**
  - (1) Syllabi of all courses taught.
  - (2) All student ratings for the last three semesters or longer (includes summary statistics and written comments).
  - (3) Peer evaluations conducted by the Personnel Committee during the past two years.
  - (4) Detailed descriptions of innovations in pedagogy introduced in one's classes.
  - (5) Any evidence of actual student learning the faculty applicant wishes to offer.
- c. Related to Scholarly and Creative Activity**
  - (1) Copies of articles, book chapters, cases, books, or instructional materials published, accepted for publication, or submitted for

review. The journal to which an article has been submitted, or which has accepted it for publication, should be specified. Rejected writings that have not been resubmitted are not to be in the file.

- (2) Copies of papers delivered at, accepted for, or submitted for review to conferences of professional organizations. The conferences to which a paper has been submitted, or which has accepted it, should be specified.

**d. Related to Service**

- (1) Descriptions and evidence of involvement with student organizations.
- (2) Descriptions and evidence of involvement with mentoring and career placement of students.
- (3) Summary of committee and task force work, with names of the committees and task forces and their chairpersons and the nature of the contribution of the faculty member. Evidence of other comparable service undertaken.
- (4) Summary of consultantships and other non-committee activities not specified elsewhere that have contributed to the welfare of the Department, the College, or the University. Appropriate supporting material should be supplied.
- (5) Description and monetary value of grants secured.
- (6) Descriptions and evidence of professional roles assumed in the community at large that created positive public relations contributions to the University or its units.
- (7) Descriptions and evidence of contributions made to special educational efforts of the College.

Peers are encouraged to examine these files and provide feedback throughout the year. The responsibility for keeping his or her file up-to-date and arranging it to best communicate his or her achievements belongs to each individual faculty member.

Whenever a faculty member is being considered for reappointment, tenure, promotion, or professor salary adjustment, the Colleague Communication File must be submitted to the Chairperson of the Personnel Committee. It is the responsibility of each member of the Personnel Committee to review this file. It is the right of each regular faculty member to review the file.

The Colleague Communication File will be the primary tool used by the Personnel Committee and the Department Chairperson to determine if a faculty member has met and exceeded the minimum criteria previously set forth in this document.

The philosophy of the Department is such that the faculty member must meet the minimum levels in the three areas specified earlier in this document and exceed the minimum in at least one of them. It is the responsibility of the Personnel Committee to communicate to the faculty member the standards required for reappointment, tenure, promotion, and professor salary adjustment.

## **2. The Colleague Classroom Visit**

The other major vehicle for peer feedback will be the classroom visit.

The effectiveness of classroom performance is one of the major influences on students' measurable attitudes and observable behavior. The best source of feedback on classroom performance is from colleagues whose experiences have made them sensitive to the challenges involved and have fostered their development of ways to meet those challenges. Therefore, each faculty member's classroom will always be open to visits by any of his or her peers. (It will be prudent for a visitor to be sure the class meeting he or she intends to observe will be appropriate for observations – e.g., not an exam – and it will be courteous to ask for permission as far as possible in advance. However, permission to visit cannot be denied.)

There will be no occasion during which the visitor will ask the colleague to leave the room so the visitor may speak with the students en masse about the colleague's performance. Nor will such discussion take place in the colleague's presence. If a peer wishes to obtain feedback directly from students concerning a colleague, he/she should do so on an individual basis throughout the year. This is to preserve, as far as possible, the independent evaluation of the class by each student.

All faculty will be evaluated by the colleague classroom visit method as needed.

If a colleague is being considered for reappointment, tenure, promotion, or professor salary adjustment, at least two classroom visits must be made by members of the Personnel Committee or substitutes appointed by them. When possible, these visits should be made during the semester just preceding the review date. The elements below must be specifically evaluated during these visits.

- a. General impression of intelligence, creativity, experience, knowledge of topic, and teaching skills.
- b. Specific evaluation of faculty member's management of the learning situation.

(1) Students:

Proportion present

General level of apparent interest

General level of decorum

Participation in classroom discussion

(2) The Professor:

Provision and management of a learning centered environment

Use of multimedia and/or electronic equipment

Appropriateness of selection

Proper integration into class structure

Clarity of board work:

Organization

Readability

Class Content:

Concepts

Techniques

Examples

Speaking Skills:

Tone

Attention-holding

Correct use of language

Mannerisms: both distracting and enhancing

Understandability:

Organization of material

Effective use of time



Apparent level of preparation

Ability to answer students' questions

Ability to honor the dignity of each student

Adherence to assigned schedule

Aesthetic appearance

(3) Handouts used during the class:

Relationship to class content

Clarity

Correct use of language

Typos and misspellings

### **3. Use of Peer Review Data by the Personnel Committee**

The members of the Personnel Committee shall separately and privately review the Colleague Communication File and the Peer Evaluations submitted by members of the Department. (As noted earlier, it is the responsibility of each and every faculty member to participate in the Peer Review System by preparing Peer Evaluations; it is the responsibility of the faculty member who is seeking a favorable review to maintain his or her Colleague Communication File; and it is the responsibility of the Personnel Committee to properly notify all concerned about required reviews and to be sure the appropriate colleague classroom visits are made.) The Personnel Committee shall then meet privately as a body to discuss the data, referring to the Colleague Communication Files and Peer Evaluations as required. The separate reviews and the discussion will be combined in an independent judgment by each Personnel Committee member that the faculty member being reviewed either has or has not met the appropriate minimum criteria required by the Department for a favorable decision.

### **B. Other Procedures Related to Determining Departmental Recommendations for Reappointment, Tenure, Promotion, and Professor Salary Adjustment**

1. The faculty member being reviewed may ask, or may be asked by the Personnel Committee, to provide additional information to facilitate a recommendation by the committee. This will, however, be unlikely if the faculty member has been conscientious about preparing her/his Colleague Communication File.
2. The Personnel Committee shall vote by secret ballot. A simple majority is required for a favorable decision for reappointment, promotion, and professor salary adjustment. A two-thirds vote is required for tenure.

3. The faculty member shall be notified of the committee's recommendation not later than three (3) days on which classes are held on campus following the vote of the committee.
4. The Personnel Committee shall forward its recommendations to the Department Chairperson along with the supporting documents, a summary of the arguments, and a record of the vote.
5. The Department Chairperson is responsible for making an independent recommendation on each candidate for reappointment, tenure, promotion, or professor salary adjustment.
  - a. Tenure and Reappointment: Each department recommendation, whether positive or negative, will be forwarded to the Dean to be reviewed both substantively and procedurally.
  - b. Promotion: Each departmental promotion recommendation, whether positive or negative, shall be forwarded to the Dean. If the departmental recommendation is negative, the application will only be reviewed substantively and procedurally, if the faculty member initiates a request for review at the next level as specified in the Agreement.
6. Both recommendations (the Personnel Committee's signed by the Chairperson of the Committee, and the Department Chairperson's) will be included on the personnel form required by the University. If the Chairperson's evaluation conflicts with that of the Personnel Committee, this information will be reported to the Committee in a timely manner.
7. Reviews for reappointment, tenure, promotion, and professor salary adjustment will take place during the time period specified by the current Agreement. Faculty members will be notified by the Personnel Committee four weeks prior to the departmental review in order to provide adequate time to develop the Colleague Communication File.
8. Notice of reappointment or non-reappointment will occur within the time period specified by the current Agreement.

## **VI. PROCEDURES FOR RETRENCHMENT**

### **A. Recommendation by Personnel Committee**

When the Department is faced with retrenchment, the Personnel Committee will be charged with formulating a recommendation to be presented to the faculty. Regular, full-time faculty members in the Department will vote on the recommendation with a simple majority of those voting deciding the issue.

### **B. Options for Personnel Committee Recommendation**

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 Department, College, and University. When a recommendation for reduction must be developed, the Personnel Committee shall be guided by the following options:

1. To leave unfilled a vacancy caused by retirement or resignation.
2. Not to consider additional appointments for a faculty member serving on a temporary appointment in a regular position.
3. To reconvert graduate assistantships earlier established by the conversion of faculty positions to graduate assistantships.
4. Non-reappointment of a non-tenured faculty member serving on a regular appointment.

**C. Decisions Consistent with University Affirmative Action Policy and Practice**

Retrenchment decisions must be consistent with any University Affirmative Action policy and practice.

**VII. PROCEDURES FOR HIRING NEW FACULTY MEMBERS**

Recruitment and employment decisions must be consistent with any University Affirmative Action policy and practice.

Any verbal offer of employment shall be made by the Department Chairperson or Acting Chairperson only with prior approval by the Dean and the Provost. It is understood that written offers shall be made only by the Provost's Office.

**A. Regular, Full-Time, Tenure-Track Faculty**

1. Only persons who have a high probability of earning tenure and promotion to at least the Associate Professor level should be considered candidates for regular, full-time, tenure-track positions.
2. No candidate shall be offered a regular tenure-track position unless the majority of departmental faculty members eligible to vote have met her/him personally, have examined her/his vita, and have voted to make an offer to her/him.

**B. Visiting Faculty Members**

1. Only persons whose qualifications would merit considering them as candidates for regular tenure-track positions should be considered for visiting positions.
2. No candidate shall be offered a visiting position unless at least one faculty member who is eligible to vote has met and recommends her/him, the majority of faculty members have examined her/his vita, and have voted to make an offer to her/him.

**C. Fixed-term Faculty Members (Non-Tenure-Track)**

1. The Department Chairperson shall seek individuals to fill specific designated non-tenure-track slots who have the appropriate knowledge and teaching skills but may not have the qualifications for regular or visiting faculty status. It is expected that the individual's credentials will be reviewed by the appropriate faculty members if the fixed-term faculty member will be teaching courses beyond the introductory level.
2. The Department Chairperson is the supervisor of fixed-term faculty.
3. Fixed-term faculty shall be reviewed at least annually by the Personnel Committee. Only teaching shall be considered, and the minimum criteria and standards shall be the same as for the reappointment of a regular tenure-track faculty member. The primary data sources shall be student ratings, copies of syllabi, handouts, and tests, and informal feedback, and the Peer Review System. The Personnel Committee shall make a recommendation for or against a subsequent appointment to the Chairperson, who will make an independent recommendation.

**VIII. MECHANISMS FOR APPEALING DECISIONS FOR REAPPOINTMENT, TENURE, PROMOTION, OR PROFESSOR SALARY ADJUSTMENTS**

The following steps shall be taken by an individual making an appeal regarding reappointment, tenure, promotion, or professor salary adjustment.

- A. A written appeal shall be presented to both the Personnel Committee and the Department Chairperson.
- B. The Personnel Committee and Department Chairperson shall meet to consider each appeal situation.
- C. The recommendations of the Personnel Committee and the Department Chairperson shall be given in writing to the individual making the appeal within two weeks of the date of the appeal.
- D. The recommendations of the Personnel Committee and/or the Department Chairperson may be appealed to the entire regular Department faculty in writing within two weeks of receipt of the recommendation. Two weeks after the written appeal is presented to the faculty, a majority vote taken by secret ballot shall determine the recommendation of the Department. The faculty member making the appeal shall not have a vote. The Department Chairperson shall present the recommendation of the Department in writing to the individual who made the appeal.
- E. Any further appeal shall follow the Grievance Procedure outlined in the Agreement.

## **IX. BY-LAWS**

### **A. Policy on Faculty Office Hours**

1. Faculty members in the Department of Marketing and Hospitality Services Administration are expected to schedule definite office hours for student consultation. This schedule will be posted by the faculty member's office door, with spaces for students to sign up for appointments. Faculty members will be available to students during the time scheduled. If a faculty member cannot be available, it is the faculty member's responsibility to post, or to call the main office in Smith 100 with instructions to post a note to that effect. The faculty member should make an attempt to call those students who have already signed up for appointments to reschedule their appointments.

### **B. Procedures for Class Assignments**

1. The normal faculty load for a CMU regular, tenured, or tenure-track faculty member is twelve (12) hours. However, for a faculty member teaching graduate courses or engaged in significant research or significant professional development activities the teaching level will be nine (9) hours. For fixed-term faculty members, the load is twelve (12) hours. Released time may be available for specific research projects or other purposes deemed worthwhile by the Personnel Committee and approved by the Department Chairperson and the Dean. Proposals for released time will be evaluated and rank ordered by the Personnel Committee. The Department Chairperson, upon approval of the Dean, will then provide released time to the top candidates up to the number the Chairperson deems appropriate given student demand and budget considerations.
2. Specific classes and times will be determined by the Chairperson after reviewing each faculty member's written request for courses and times. The Chairperson will assign courses based on:
  - a. Expertise
  - b. Contribution to the department
  - c. Desire
  - d. Rotation

The individual faculty member has the right to refuse assignments based on expertise, but must accept the Chairperson's decision based on rotation. Should more than one faculty member desire a specific course, time, or location, the rotation criterion is appropriate.
3. Procedures for Summer School classes will follow the same pattern as those for the regular academic year.

**C. Procedures for Advisement Responsibilities**

Each Department faculty member shall be available to students desiring mentoring, career counseling, or other advising activities not handled by the Department Advisor. If for any reason the Department Advisor position is no longer available, students will be initially assigned to regular departmental faculty members on the basis of the first letter in the student's last name. The letters for which each faculty member is responsible will be reviewed each year by the Chairperson in an attempt to spread the advising load evenly across faculty members. Exceptions to this assignment method will be made when a student asks for a particular faculty member as an Advisor, or asks that a faculty member with a particular area of expertise be assigned as her/his Advisor.

**D. Procedures for Committee/Service Responsibilities Not Described Elsewhere**

It is recognized that committee and service responsibilities have the potential to become burdensome and to detract from a professor's primary missions of teaching and research. However, it is also recognized that meaningful committee and service responsibilities are a great aid to the Department, to the College, and to the University, and that such responsibilities help season and develop a faculty member professionally.

The Department Chairperson shall make every effort to ensure that committee and service responsibilities (whether assigned by election or assignment) are no heavier than need be, and that they are allocated in a way that will fairly distribute the workload in a manner consistent with departmental and faculty member's professional goals.

**E. Procedure for Sabbatical or Other Leaves of Absence**

A sabbatical leave may be granted for a contractual period at half salary or for one-half the annual contractual period at full salary.

Faculty members seeking sabbatical or other leaves of absence should consult with the Department Chairperson and then submit the required request forms to the Personnel Committee. A simple majority vote of the Personnel Committee shall be taken and a positive or negative recommendation will be made to the Department Chairperson who will then make a final recommendation to the Dean.

**F. Procedure for Allocating Faculty to Global Campus Unit Classes for which the Chairperson's Approval is Required**

Global Campus classes will be approved by the Department Chairperson provided that:

1. College of Business Administration and AACSB regulations regarding teaching loads are not violated, and
2. the individual is judged to have the requisite area of expertise and is available to teach the Global Campus course without causing a conflict with a department commitment.
3. The Chairperson shall attempt to distribute approvals of request for extra-earnings assignments among faculty members fairly and in such a way that the

execution of other faculty responsibilities is not impaired by an excessive number of such assignments.

**G. Appointment to the Graduate Faculty**

Faculty members desiring initial or continuing membership on the graduate faculty may submit the required departmental and University forms to the Chairperson, who will process the applications. All graduate faculty must meet the requirements of the College of Business Administration and the College of Graduate Studies in order to be appointed or have continuing membership on the graduate faculty.

**H. Financial and Budgeting Considerations**

1. The Department Chairperson is responsible for managing, disbursing, and supervising all departmental accounts.
  - a. The Department Chairperson is responsible to provide a summary of the allocations, expenditures, and final balances for all accounts on an annual basis.
  - b. The Chairperson is responsible for implementing the general policies or guidelines recommended by the faculty that are not in conflict with University or College policies and are not in conflict with sound accounting principles.
2. The Department will as a general principle support individual faculty members in their research, professional travel, and professional development activities. These are subject to the following policies:
  - a. Sufficient funds are available after the normal expenditures for classroom-related activities.
  - b. The individual has attempted to and/or has secured funds from one or more of the following: Faculty Research and Creative Endeavors Committee, The Faculty Teaching and Professional Development Committee, and/or the College of Business Administration.
  - c. Legitimate professional expenses will be funded following the priority level described below:
    - (1) Funds to facilitate research projects with a high probability of publication in a refereed academic journal.
    - (2) Funds to facilitate travel to an annual convention of a national professional organization in order to deliver a paper.
    - (3) Funds to facilitate attendance at an annual convention of a national professional organization.

- (4) Funds for a professional development activity that will directly benefit the Department as a whole or one of its academic programs.
  - (5) Funds for a professional development activity that will directly benefit the individual faculty member.
  - (6) Funds for projects with a high probability of generating a net increase in the Discretionary Fund.
  - (7) Funds to facilitate travel to an annual convention of a regional professional organization in order to deliver a paper.
  - (8) Funds to facilitate attendance at an annual convention of a regional professional organization.
  - (9) Other.
- d. Requests for funding should be made in writing to the Chairperson and should include a rationale for funding and a breakdown of anticipated expenses. If University or College forms are required, these should also be included.
  - e. It is the Chairperson's responsibility to insure that funds are disbursed in a manner that maximizes the welfare of the Department as a whole rather than benefiting a few faculty members.
  - f. The above guidelines are contingent upon the availability of funds in any given year.

#### **I. Graduate Assistants**

1. Graduate Assistants will be selected by the Department Chairperson.
2. Graduate Assistant time will be allocated using the same basic procedure as that used for allocating funds; a written proposal to the Chairperson, availability to as many faculty as possible, outside funding should be sought, and the same basic priority list followed.

#### **J. Office Administration**

In accordance with University policy and procedures and the Agreement, the Department Chairperson is responsible for office administration including:

1. Hiring, supervision, and evaluation of support staff and fixed-term faculty.
2. Acquisition and maintenance of office and departmental furniture and equipment.
3. The development of procedures by which work is carried out expeditiously and with a minimum of errors.



4. The Executive Secretary is to provide assistance to the Chairperson and will provide day-to-day operational supervision of appropriate support staff personnel.

**K. Procedure for Office Assignment and Re-Assignment**

1. Upon initial appointment to the faculty of the department, new faculty normally will be assigned to an available office of their own selection. If more than one new faculty member is hired starting in a given semester, priority will be assigned according to: First-rank (professor first, then associate professor, then assistant professor, then instructor); Second-time in rank at previous institutions; Third-date on which the final acceptance of the position is received by the Department Chairperson. If a tie still exists priority will be determined alphabetically by last name then first name with A having priority over B, etc.
2. For existing faculty, offices normally will be assigned when an office becomes available. Priority will be: First-by rank (professor, then associate professor, then assistant professor, then instructor); Second-by years in rank at CMU; Third-by date of initial appointment at CMU; and Fourth-if a tie still exists by alphabetic order as in IX.K.1.
3. An available office is defined as one not currently occupied by a tenure or tenure-track member of the faculty who holds at least a half-time position in the department.
4. In no event shall one faculty member bump an existing tenured or tenure-track faculty member from her/his current office.
5. A faculty member relinquishing her/his office to assume the position of Department Chairperson normally will be entitled to return to that office upon completion of chairperson responsibilities.

**X. Appendix A**

**Rating Sheet for Evaluation of Chairperson**

Instructions: Check the appropriate box for each item.

SA=Strongly Agree

A=Agree

N=Neither Agree or Disagree

D=Disagree

DS=Disagree Strongly

NA=Not Applicable

UJ=Unable to Judge

	SA	A	N	D	DS	NA	UJ
<b>A. LEADERSHIP AND COMMUNICATION</b>							
1. Effectively involves the faculty in decision making.							
2. Encourages communication and interaction within the department.							
3. Chairs departmental meetings effectively.							
4. Conveys the needs of the department to the Dean and other administrators within the university.							
5. Communicates and interprets college and university decisions to the faculty.							
6. Maintains liaison with other departments.							
7. Fulfills public relations responsibilities and enhances departmental image and reputation on campus.							
8. Initiates and sustains action toward defined goals.							
<b>B. RELATIONSHIP TO FACULTY AND STAFF</b>							
10. Encourages and aids in the selection of qualified staff.							
11. Distributes faculty and staff responsibilities fairly.							
12. Makes self available to faculty and staff, listens to them, invites and accepts their suggestions.							
13. Encourages and helps faculty and staff to continue professional development.							
14. Effectively allocates clerical and supporting services to the staff within limitations of budget and personnel available.							
15. Helps faculty set professional goals and monitors achievement of them.							
<b>C. RELATIONSHIP TO STUDENTS</b>							
16. Has an understanding of and concern for the needs of students.							

	SA	A	N	D	DS	NA	UJ
17. Keeps the needs and concerns of students in mind when planning programs, courses, and schedules.							
18. Encourages student clubs and organizations which foster achievement and professional development.							
<b>D. ADMINISTRATIVE EXPERTISE</b>							
19. Participates effectively on college and university committees and organizations which affect departmental activity.							
20. Serves as a liaison between the department and other departments, and coordinates departmental activities with the college and university.							
21. Aggressively seeks support from higher administration for human and material resources necessary for achievement of departmental objectives.							
22. Prepares and manages departmental budget adequately.							
23. Insures the accurate preparation of Bulletin information and schedules of class offerings in accordance with deadlines.							
<b>E. PROGRAM DEVELOPMENT AND INSTRUCTIONAL IMPROVEMENT</b>							
24. Encourages and supports activities designed to nurture the growth of academic excellence in the department.							
25. Encourages the faculty to maintain high academic standards.							
26. Works effectively with faculty to develop and revise curricula to meet changing demands.							
27. Encourages experimentation in instructional activities, research efforts, and faculty publication.							
28. Facilitates and encourages grants and contracts from external sources.							
29. Attempts to keep abreast of new developments in MHSA and higher education, and share such information with staff.							
30. Provides leadership in the evaluation of the effectiveness of programs and faculty.							
31. Conveys a sincere desire to improve the quality of classroom instruction and to provide meaningful experiences for faculty and students.							
32. Fosters an atmosphere conducive to professional interaction among faculty.							

	SA	A	N	D	DS	NA	UJ
<b>F. MANAGEMENT OF THE DEPARTMENT OFFICE</b>							
33. Manages a well-organized and efficient office.							
34. Works effectively with clerical staff.							
35. Efficiently oversees departmental correspondence, record keeping, reports, supplies, etc.							
36. Spends an adequate amount of time in the office to take care of departmental responsibilities.							
<b>G. INTERPERSONAL SKILLS</b>							
37. Judges people fairly and thoughtfully.							
38. Encourages the initiative of others.							
39. Demonstrates interpersonal relations that foster a professional working atmosphere.							
40. Works with committees and promotes their effectiveness.							
41. Is open to fair criticism.							
42. Demonstrates objectivity.							
43. Develops an atmosphere conducive to social interaction among faculty.							

**H. GENERAL COMMENTS**

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