

DEPARTMENT OF PHILOSOPHY AND RELIGION

DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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Preamble

An academic Department's affairs are ideally conducted with scrupulous care for free and full inquiry, open and participatory decision-making, and just and equitable judgement according to known and accepted criteria. Toward that end, the Department of Philosophy and Religion establishes the following bylaws, embodying policies, procedures, and criteria for departmental decisions affecting its members.

I. General Departmental Functions

A. Conditions of Combination

The Department of Philosophy and Religion encompasses two distinct Program Areas. These bylaws aim to create a structure that will enhance cooperation while maintaining respect for the distinctiveness of the disciplines.

B. Membership

1. A member of the Department is defined as a part or full-time CMU faculty member who holds faculty rank in the Department.
2. A voting member is a member who has voting rights at Department meetings. The voting members of the Department are: (1) faculty members on base-salary who are carrying at least a one-half time teaching load in the Department, and (2) members of the Department who hold voting membership on the basis of the provisions in sections B.3 or B.4 below.
3. Members of the Department who do not have voting membership may be granted voting membership by majority vote of the Department at the end of the tenth semester in which they have carried at least a one-half time load in the Department.
4. Persons who held voting membership in the Department of Philosophy or the Department of Religion at the time of the merger shall be presumed to hold that same status in the Department of Philosophy and Religion for as long as they are members of the Department.
5. In general, no voting member of the Department can lose that status while remaining a member of the Department. Voting members of the Department who have part-time assignments in other units of the University shall normally continue as voting members. However, voting membership will be lost if (a) they participate as voting members in

another academic department or (b) they are deemed by a majority of the voting members of the Department to have a conflict of interest as a result of that new assignment.

The final determination of regular voting membership within the Department is the sole responsibility of the regular voting members of the Department.

6. While voting members on approved leaves of absence or sabbaticals shall not be included in quorum requirements, their voting rights shall be continued and they shall be given appropriate advance notice of Department meetings.
7. It is presumed that members shall attend Department Meetings in order to exercise their right to vote. However, in exceptional circumstances, *in absentia* voting on policy and personnel matters will be allowed with the prior approval of one-third of the voting members in attendance at the meeting.

C. Conflict of Interest

1. For the purposes of this document, conflicts of interest shall be restricted to those conflicts of interest that would make it impossible to offer a fair or unbiased recommendation, vote, or decision upon a given issue. For example, a conflict of interest may involve a clear prospect of material advantage.
2. A member of the Department who has a conflict of interest may not participate in deliberations or voting on that issue in any Department meeting or committee meeting within the Department.
3. If a member of the Department believes that a voting member has a conflict of interest, the member alleging the conflict shall ask the other member to withdraw from participation in deliberation and voting.
4. If a member who is alleged to have a conflict does not withdraw upon request, then the issue shall be resolved at a hearing of the other voting members of the Department.
 - a. At this hearing, the burden of proof shall rest with the party alleging a conflict of interest.
 - b. Each party shall be given time to present his or her view. A majority vote shall then determine whether the member alleged to have a conflict shall be deemed to have such a conflict. Neither the member alleged to have a conflict nor the member alleging a conflict shall vote on this issue.

D. Department Chair

1. Normal Selection Process: A Chair of the Department will be elected by the tenured and tenure-track voting members of the Department at a Department meeting. Notice of time and place of the election shall be given to voting members at least two weeks in advance. Nominations shall be from the floor and shall be open before each round of balloting. When nominations are closed, the floor will be open for discussion. During this period each nominee shall have the opportunity to make a brief statement. Nominees not present at the meeting may present a written statement. The nominees shall then leave the meeting for a period of time determined by the voting members. The floor shall remain open for discussion in their absence. Upon their return, the floor shall continue to be open for further discussion including the nominees. Secret ballots shall then be taken up and counted by the presiding officer and the secretary.

When a Chair has been selected in this manner, the tenured and tenure-track voting members shall then determine the Chair's term of office.

The recommendations of the Department will then be referred to the Dean of the College of Humanities and Social and Behavioral Sciences and subsequently to the Provost for approval.

It is expected that the office of Chair will ordinarily alternate between the Areas. A candidate from the Area that has not held the Chair most recently may be elected by a majority of eligible votes cast. An eligible vote is a valid ballot cast for an eligible candidate.

In order for an Area to succeed itself in the Chair, a candidate must receive a 3/4 majority. If such a candidate receives a plurality or a majority which is less than a 3/4 majority, a second secret ballot will be taken. If this result repeats itself, then that candidate will no longer be eligible for election until after someone else has taken office as Chair, and no votes for that candidate will be recorded as eligible votes on subsequent ballots. Balloting shall continue in this manner until a candidate from an Area which does not currently hold the Chair receives a simple majority of the eligible votes, or until a candidate from the Area which currently holds the Chair receives a 3/4 majority of the eligible votes.

2. If the normal selection process does not lead, for whatever reason, to the appointment of a Chair, then the Department may recommend an external search.

3. Qualifications
 - a. Earned doctorate in Philosophy or Religion;
 - b. At least five years full-time teaching experience;
 - c. Demonstrated competence in teaching;
 - d. Publication record equal or superior to that of Associate Professor;
 - e. Demonstrated, or promise of, leadership and competence in normal administrative tasks of Chair;
 - f. Normally, status of full-time tenure-track appointment in the Department of Philosophy and Religion during the term of appointment.
4. Term: The term of the Chair generally will be 3 years. The Department may recommend a shorter term when recommending a Chair.
5. Election Date: An election normally shall occur during January of the last spring semester of any given term of appointment but not later than February 20.
6. Duties: The duties of the Chair shall be as described in the CMU document "The Duties of a Department Chairperson."
7. Chair Review Committee

At the first departmental meeting of the academic year a Chair Review Committee will be elected (consisting of one person from each Area). The Area Coordinator and the Chair shall be excluded.

Once every year, prior to February fifteenth, each member of the Department shall be invited by the Chair Review Committee to make an informal evaluation of the Chair. Evaluation forms will be distributed to faculty in their campus mailboxes. The forms shall ask faculty to evaluate the Chair, using the criteria listed below. The forms will call upon respondents to identify their Area. The forms will be returned to the Chair Review Committee. The review committee will report the results to the Chair in a manner designed to preserve the anonymity of the respondents.

The primary categories of evaluation are:

- a. Fair and equitable advocacy of departmental interests and the interests of each Area;

- b. Conscientious communication of information to Department members concerning University and professional business opportunities, data, and the like;
- c. Adherence to departmental, College, and University policies.
- d. Efficient and equitable management of departmental affairs and supervision of staff;
- e. Responsible handling of Department resources.

7. Recommendation of removal of Chair from office

A recommendation to remove the Chair requires a two-thirds vote of the voting Department members (not including the Chair). Any Department member may initiate proceedings by making a written statement maintaining that the Chair is seriously deficient in one or more of the five categories of evaluation. A recommendation to remove the Chair requires a finding of serious deficiency in at least one such category. The schedule for the process is as follows:

- a. The grounds for removal are presented in writing to the Chair Review Committee.
- b. The Chair Review Committee will informally meet with the person or persons initiating proceedings and the Chair in order to attempt to resolve the complaints.
- c. If informal resolution is not achieved, a Department meeting will be held within a reasonable time, but with at least ten days notice. The Chair, or a third party selected by the Chair, will have opportunity to address the Department in writing and in person, to speak to all complaints that are put forward as grounds for removal. In the absence of the Chair, the Department will discuss the complaints and Chair's response to them. The voting members other than the Chair will then vote on a recommendation to remove the Chair.
- d. If two-thirds of those eligible voters present vote to remove the Chair, a recommendation to that effect will be forwarded to the Dean of the College, along with a statement identifying the categories in which the Chair was found to be seriously deficient.

E. Area Coordinator

1. The Area which does not have one of its faculty serving as Chair will have an Area Coordinator whose duties will include:

Communications

- a. Taking the lead in communicating Area needs to the Chair, especially in the interim between Department meetings;
- b. Sharing with the Chair responsibility for communicating departmental and college priorities to the Area faculty;
- c. Encouraging and maintaining open lines of communication between the Area faculty and the Chair;
- d. Conferring with the Chair on matters relating to the allocation of departmental staffing resources, on productivity, and on the allocation of Supplies and Equipment (S&E) resources;
- e. Representing the Area on the departmental Council;
- f. Conferring with the Department's representatives in the Academic Senate and other outside bodies regarding matters of concern to the Area and its faculty.

Curriculum, Scheduling and Related Matters

- g. Encouraging the development and improvement of the Area curriculum; this will include:
 - (1) seeing that proper curricular forms are prepared and passed on to departmental decision making bodies in a timely manner;
 - (2) coordinating and arranging for the representation, as appropriate, of the Area's interests before outside curricular bodies;
 - (3) directing assessment efforts within the program and writing the annual assessment report for the Area;
 - (4) responding to outside requests for information about the program which fall beyond the scope of the Chair's expertise;
 - (5) coordinating program review or other such reviews and reports related to the Area;
 - (6) chairing the Area Curriculum Committee;

- h. In coordination with the Area faculty, developing a schedule for, and setting appropriate caps on, Area courses;
- i. Scheduling, setting the agenda for, and convening meetings of the faculty in the Area;
- j. Insuring the timely and accurate preparation of *Bulletin* copy and course catalog information regarding the program, its faculty, and its course offerings;

Personnel

- k. Chairing the Area's Personnel Committee;
- l. Recruiting as necessary capable temporary or adjunct faculty to teach courses in the Area;

Other Program-Related Responsibilities

- m. Directing the program's recruitment efforts;
- n. Directing the program's fund-raising efforts and alumni-related projects;
- o. Coordinating the disbursement of funds (including supplies and equipment funds) internally assigned to the Area by the Department;
- p. Coordinating responsibilities for student advising within the Area;

Other Departmental Responsibilities

- q. Serving as occasional substitute for the Chair, representing the Department on occasions when schedule conflict or illness temporarily prevents the Chair from performing duties such as attending orientation or attending the Dean's Advisory Council.

- 2. Qualifications: Any full-time tenure-track member of the Area of which the Chair is not a member, who has:
 - a. an earned doctorate;
 - b. demonstrated effectiveness in teaching;
 - c. demonstrated achievement in research;
 - d. demonstrated, or promise of, competence in leadership and administrative skills.

3. Term of Office: The Area Coordinator's term will be one year.
4. Election: Election will be by a majority vote in the Area. The election shall normally be held in January of the spring term for the coming academic year, but not later than February 20.
5. The Area Coordinator may be removed from office by a 2/3 vote of the Area faculty, excluding the Area Coordinator. The grounds for removal shall be serious deficiency in one or more of the duties listed above as the duties of the Area Coordinator.

In consideration of these duties the Department shall recommend at least a one-course reduction in teaching load for the Area Coordinator.

F. Director of Ethics Center

The Ethics Center is a part of the Department of Philosophy and Religion. The Director of the Ethics Center shall be elected as specified in the Ethics Center Bylaws.

G. Principles for Outside Committee Representation

Care should be taken to see that the Areas have reasonably balanced representation on College and University committees where representation is by Department. For example, it would be desirable for the Department Senator and/or college Curriculum Committee representative to be from the Area not represented by the Chair.

H. Department Meetings

Meetings of the Department will normally be held once a month during the fall and spring semesters. Meetings may also be called at the request of 1/4 of the Department members. A quorum shall be 1/2 of the voting members of the Department where at least 1/3 of the voting members of each Area are present.

I. Budget Report

The Chair will present a budget report to the faculty twice each semester during the spring and fall. Typically this will be done at a regular Department meeting.

II. Committees

A. Department Council

1. There will be a Department Council composed of four members: the

Department Chair, the Area Coordinator, one regular faculty member elected by majority vote of voting members of the Chair's Area, and one regular faculty member elected by the Department from among the voting faculty in the Area which does not have one of its faculty serving as Chair. The Council will be chaired by the Department Chair. The Department Chair and Area Coordinator are voting ex-officio members. The additional members shall serve one year terms. Elections will be held each April for terms to begin with the outset of the following fall semester.

2. Charge

- a. The Department Council shall receive and review all recommendations from the Area Personnel Committees on personnel matters (as defined below in Section III) and shall act on such recommendations on behalf of the Department.

Colleagues within the same Area are best situated to make personnel judgments. Accordingly, the Department Council will normally be expected to give substantial weight to the recommendations of the Area Personnel Committees. No member of the Council may vote on any personnel issue where there is a conflict of interest as defined above in I.C. When such a contingency does arise, an *ad hoc* member shall be elected from the appropriate Area, using the same procedure whereby the original member was elected.

- b. The Department Council shall allocate departmental resources which are not already designated for a particular Area.
- c. The Department Council shall resolve conflicts between the Areas, such as conflicts over the priority of requests for new resources, new positions, or scheduling conflicts.
- d. The members of the Department Council shall collaborate in meeting the needs of both Areas. In cases where the Department Council is deadlocked, the issue shall be resolved by majority vote of the voting members of the Department at a Department meeting.

B. Chair Review Committee

There shall be a Chair Review Committee as described above in section I.D.6.

C. Area Personnel Committees

1. At the outset of each academic year, each Area will choose an Area Personnel Committee. The membership of the committee will be

constituted in conformity with the procedures of the Area. However, no Area Personnel Committee shall have fewer than three members. In accordance with section II.A. of CMU's On-Campus Temporary Faculty Policy (9/2005), temporary faculty shall not be expected to serve on this committee. Only tenured and tenure-track voting members of the faculty may vote on personnel decisions.

2. Personnel committees shall be chaired by the Chair or Area Coordinator, as appropriate, except under the circumstances described in the next paragraph.
3. When a member of the Area Personnel Committee has a conflict of interest as defined above in I.C., that member shall be temporarily precluded from participating in deliberations or voting. An *ad hoc* member shall be elected from the appropriate Area, using the same procedures whereby the original member was elected. If the Chair of the Area Personnel Committee is thus temporarily precluded from participation, a temporary Chair shall be elected by the members of the committee.
4. The committee will receive from the Chair any applications for personnel actions that have been submitted. It shall review these applications and make recommendations, on behalf of the Area, to the Department Council.

D. Search Committees

1. Once a position has been assigned to an Area, the Area has the responsibility for defining the position to be brought to the dean for approval, conducting the search (when appropriate), and making a recommendation to hire.
2. When appropriate, a search committee shall be formed in a timely manner in conformity with procedures established by the Area faculty. Search committees shall have no fewer than three members and shall be chaired by the Chair or Area Coordinator as appropriate. In accordance with section II.A. of CMU's On-Campus Temporary Faculty Policy (9/2005), temporary faculty shall not be expected to serve on this committee. Only tenured and tenure-track voting members of the faculty may vote on search committees.
3. The recommendation of the search committee shall constitute the recommendation of the Department, and shall be forwarded by the Chair of the Department to the Dean of the College.

E. Curriculum and the Area Curriculum Committee

1. At the outset of each academic year, each Area will choose an Area Curriculum Committee from among its voting members. The number of members on this committee may vary and will be at the discretion of the Area. However, it shall not be less than two and it shall be chaired by the Chair or Area Coordinator as appropriate. The entire faculty of an Area may choose to constitute themselves as the Area Curriculum Committee.
2. This group shall review curricular proposals. Curricular proposals approved by the committee shall then be distributed to the Department faculty, who will consider them for approval at a Department meeting. Colleagues within the same Area are best situated to make curricular judgments. Therefore, the Department shall normally be expected to give substantial weight to the recommendations of the Area Curricular Committees.
3. All substitutions for, or waivers of, course requirements within the major and minor programs shall require a majority vote of the voting members of the Area. Other waivers shall be made by the Chair or Area Coordinator in consultation with Department faculty who have appropriate expertise.
4. An instructor who wishes to contract with ProfEd for the development of a web-based course, learning package, or any other similar non-traditional learning materials, must make a written proposal to the Area Curriculum Committee. The proposal shall describe the design of the course, with special attention to the issue of how the learning objectives on the master syllabus will be achieved within the alternative format. The committee may make suggestions and work with the instructor to improve the proposal. Normally, the Department Chair shall convey approval of an instructor to ProfEd only after the approval of such a proposal by the Area Curriculum Committee. However, if approval is needed during the summer, then the proposal may be reviewed and approved by the Department Chair after consultation in person, by phone, or by e-mail, with any faculty from the relevant Area who are available during the summer.

If the Chair is the instructor who needs summer approval to develop such a course for ProfEd, then advance arrangements must be made with Area faculty as to who will have authority to approve the Chair's proposal. At least two faculty from the Area, other than the Chair, must review and approve the Chair's proposal in such a case.

5. When ProfEd sends the Chair a request for approval of off-campus instructors, the Chair or Area Coordinator shall act upon the request in

consultation with Department faculty who have appropriate expertise.

III. Personnel Standards, Criteria, and Procedures

“Personnel matters” herein refers to all phases of the processes through which recommendations are made regarding reappointment, tenure, promotion, and professor salary adjustment, and to the processes through which recommendations are made concerning sabbaticals and other leaves of absence from the Department and University.

A. Personnel Procedures

1. Departmental recommendations in personnel matters shall be made by the Department Council.
2. If a tenure-track faculty member will be eligible to apply for tenure or will be subject to a reappointment decision during an academic year, s/he will be notified of this in writing by the Chair within two weeks after the first day of classes for the fall term. Deadlines for personnel actions shall be set in accordance with the Agreement between Central Michigan University and the CMU Faculty Association (Agreement). The faculty member may request a meeting with the Chair or Area Coordinator to discuss application procedures and format.
3. Any person who is the subject of a personnel action shall have the right to present documentation in advance of the action and to state his/her case at the time of the action. Except in cases where the Department recognizes unusual circumstances to exist, such documentation and presentation shall be confined to the standards and criteria defined below, under personnel criteria.
4. Faculty shall submit applications in personnel matters to the Chair, who will convey them to the Area Personnel Committee in a timely manner. The Area Personnel Committee shall deliberate and take a secret ballot. Then, in collaboration with the members of the committee, the Chair of the Area Personnel Committee shall draft a statement of the committee’s recommendation, including an explanation of the committee’s evaluation of the candidate’s application. This statement shall be forwarded to the Department Council along with the candidate’s application.
5. The Department Council shall deliberate and take a secret ballot. If a majority of the Council votes to accept the Area Personnel Committee’s recommendation, it will be sustained. Otherwise, it will be forwarded to the faculty of the Department.
6. Within three days after the Department Council has taken a ballot on a personnel matter, the Chair or Area Coordinator shall provide the person

involved with written notice of the outcome of the proceedings, including a statement of the reasons for any action that may have been taken. The applicant may request a meeting with the Chair or Area Coordinator to discuss the Department Council's recommendation.

7. If the Department Council fails to sustain the Area Personnel Committee's recommendation on any personnel matter, the issue will be referred automatically to the faculty of the Department for consideration at a Department meeting.

Prior to this meeting, the Department Council must provide all voting members a written statement of its reasons for rejecting the Area Personnel Committee's recommendation. If the Department Council has rejected a positive recommendation from the Area Personnel Committee, then the applicant must be given a chance to add a written statement to the file.

If a majority of the voting faculty of the Department vote to sustain the Council's rejection, then the Area Personnel Committee's recommendation will be rejected. If a majority of the voting faculty of the Department fail to sustain the Council's decision, then the Council's decision is reversed and the Area Personnel Committee's recommendation is upheld as the Department's recommendation.

Temporary faculty shall not vote in these deliberations.

8. The recommendation of the Department as well as any rebuttal statement of the applicant shall be submitted for review as specified in the *CMU/CMUFA Agreement*.
9. Faculty members are ineligible to vote on personnel recommendations when they have a conflict of interest as defined above in I.C. Such persons shall be absent during discussion and balloting.
10. Faculty members are ineligible to participate in deliberations and voting on curricular and personnel matters in which they have a conflict of interest as described above in section I.C. Cases in which temporary faculty members who have a possibility of renewed appointment shall be deemed to have a conflict of interest shall include, but not be limited to:
 - a. determining the nature and scope of temporary faculty positions;
 - b. appointment of temporary faculty members when the number of current temporary faculty who have the possibility of renewed appointment exceeds the number of temporary positions reasonably expected to exist in the Department the following year;
 - c. creating tenure track searches.

11. As appropriate, personnel recommendations will be forwarded to the Dean and subsequently to the Provost, including a summary statement of the arguments supporting the recommendations. The following procedures govern the forwarding of departmental recommendations.
 - a. In cases where the College or the University uses a summary sheet or form for forwarding recommendations, the Chair shall complete the form in a manner determined by the Department Council, relying as appropriate on the judgments of the Area Personnel Committee. In cases where no standard form is used, the Chair shall, in a manner determined by the Department Council, compose and transmit a letter embodying the recommendation, relying as appropriate on the judgments of the Area Personnel Committee.
 - b. In those cases where the Chair does not support the Council's recommendation, that fact shall be shared with the person who is subject to personnel action, and the Department Council shall designate a person other than the Chair to transmit the Department's recommendation and to represent the Department in discussions of the recommendation at other levels.
 - c. When the Department Council's decision on a personnel matter is overturned by the Department as a whole following the procedures in III.A.7. above, then the Department as a whole shall designate someone to transmit the Department's recommendation and to represent the Department in discussions of the recommendation at other levels.

B. Personnel Standards and Criteria

1. Basic Criterion for Appointment

Candidates for initial appointment shall hold the earned doctorate in an appropriate area of study or shall give evidence to satisfy the Department that the doctorate will be completed within twelve months of the initial appointment as specified in the letter of appointment. In extraordinary circumstances, an extension of one year beyond the original deadline may be recommended by the Department. This basic criterion may be waived in the case of temporary appointment.

2. General Standards for Reappointment, Tenure, Promotion, and Professor Salary Adjustment

The Department requires (a) teaching effectiveness; (b) research and publication; and (c) university service, supplemented by professional or public service.

a. Teaching Effectiveness. The traditional mission of Central Michigan University has been to teach undergraduates well. The Department regards sound classroom teaching as the *sine qua non* for continued appointment, tenure, promotion in rank, or professor salary adjustment. This may be demonstrated in several ways, including:

- Scores on University-approved student surveys;
- Scores on Department-approved student surveys;
- Peer review of teaching effectiveness by at least two faculty observers appointed by the Area Personnel Committee, one of whom shall be from outside the Area. Such reviews may include evaluation of course material and syllabi as well as classroom observations. Such reviews must address a standardized set of questions formulated by the Department.
- Syllabi and other course material accompanied by an evaluation of such material by the Area Personnel Committee;
- Student research papers;
- Written student comments;
- Teaching awards;
- Developing new courses;
- Teaching a wide variety of courses;
- Demonstration of fruitful experimentation with teaching techniques;
- Evidence regarding student advising activities;
- Successful competitive grants for program development.

Candidates for reappointment, tenure, promotion, or professor salary adjustment must present (1) a brief statement of their pedagogical approach, (2) a significant sample of student survey evidence and (3) other forms of evidence from the above list.

b. Research and Publication. While recognizing teaching effectiveness as the *sine qua non* for continuing appointment, research in a faculty member's area of scholarship is also required

for tenure, promotion in rank, or professor salary adjustment. The results of this research in the discipline should be of such quality as to be published as articles in refereed journals of national reputation, including electronic journals, as chapters in refereed books, or as scholarly monographs. A book edited by a faculty member which is published through a refereed process shall be counted as at least the equivalent of an article. Jointly authored articles, books, or monographs will count as a full article, book, or monograph if the faculty member in question has done at least half of the work. Scholarly translation of an article or book will count as an article or book.

In the case of articles published in journals of less than national reputation, unrefereed publications, or jointly authored books, articles, volumes of conference proceedings, or monographs on which the candidate has done less than half of the work, or scholarly contributions of less than article length, such as scholarly notes, encyclopedia entries, etc., it will be the responsibility of the candidate to provide arguments for the equivalence of the works in question to a specific number of articles, books, or monographs.

Candidates whose research and critical analysis has appeared in other-than-print media may submit this research as demonstration of concrete achievement. It will be the responsibility of the candidate to provide arguments and evidence for the equivalence of non-print media submissions to a specific amount of published work.

In order to demonstrate excellence in the area of research, a candidate may also present evidence of:

- presenting papers at conferences
- responding to papers at conferences
- participating in invited or competitive academic seminars (such as NEH summer seminars and institutes, etc.)
- participating in language institutes supporting scholarly work
- citations of his or her scholarship
- requests for offprints of her or his scholarly work
- successful competitive grants for research

- invited presentations in off-campus academic venues
- directing and serving on thesis/dissertation committees
- writing book reviews.

c. University Service, supplemented by professional or public service. The Department expects of its members meaningful participation in Area and departmental Committees as well as meaningful participation in one of the following:

- University Committees
- College Committees
- Faculty Association Committees

In cases where a candidate can demonstrate extraordinary service to a professional organization (such as President or Vice President of such a national professional organization), such service may stand in lieu of service on University committees outside the Department. Candidates must in any case perform Department and Area service.

Other activities that may be used to demonstrate meaningful service include:

- on-campus guest lecturing;
- teaching overload independent studies;
- consulting in area of academic expertise;
- coordinating or serving on the governing board of an interdisciplinary academic program, such as Women's Studies or an Applied Ethics Center;
- CMU-related public relations activity;
- contributing academic expertise to civic and service groups;
- organizing sessions for a professional organization;
- serving as an officer or on a board of a professional organization;
- preparation of competitive grants for research;
- successful grants for program development;
- refereeing for grant applications and manuscripts;

- refereeing for personnel decisions at other institutions;
- off-campus guest presentations.

If release time or an additional stipend is given for a service activity, then this reduces the amount of service that can be claimed for that activity.

The presumption shall be that a faculty member who has performed little or no service shall not be recommended for tenure, promotion, or professor salary adjustment.

3. Personnel Criteria

In general, criteria become more rigorous as rank increases. The standards for the professor salary adjustment are the same as the standards for full Professor.

a. Teaching

Assistant to Associate:

Teaching effectiveness is required. Effectiveness must be demonstrated on the basis of (1) a brief statement of pedagogical approach, (2) a sample of student survey evidence, and (3) other evidence as specified above in section III.B.2.a.

If the University's SOS-II forms have been used, the Department expects:

- (a) an average score of at least 2.8 on the global question (#8) and
- (b) a cumulative average of at least 2.8 on questions #1-7

If another approved form is used, then the Department expects average and cumulative scores that would reasonably correspond to a 2.8 on the SOS-II.

The Department's expectation of a 2.8 does not entail that this score is sufficient to demonstrate teaching effectiveness nor does it entail that this score is absolutely necessary. Those who attain and those who do not attain at least a 2.8 shall be judged on the basis of all evidence about their teaching effectiveness. Those who do not attain it are under an additional burden to show why their teaching is effective despite not having attained this score.

Based on a review of *all* evidence submitted representing achievements over a number of years, the Area Personnel

Committee shall make a judgment of teaching effectiveness.

Associate to Full:

The same criterion as above AND further evidence of teaching achievement which may include teaching awards, developing new courses, teaching a wide variety of courses, and demonstration of fruitful experimentation with teaching techniques.

b. Research and Publication

Assistant to Associate:

Publication of a book, OR

Publication of two articles in refereed journals or refereed books, or other publications determined to be the equivalent thereof, OR

Publication of one article of unusually high quality or that receives unusual attention

AND

a judgment of research quality by the Area Personnel Committee based upon evidence from the above list.

Associate to Full:

Publication of a book, OR

Publication of three articles in refereed journals or refereed books, or other publications determined to be the equivalent thereof

AND

a judgment of research quality by the Area Personnel Committee, based upon evidence from the above list.

Publication of one article of unusually high quality or that receives unusual attention shall be deemed equivalent to the publication of two refereed articles.

In order to demonstrate an exceptional research performance, one may present evidence such as:

- Publication of a scholarly book or a book setting out one's own research;

- Publication of papers in refereed journals, books, conference

proceedings;

- Presentation of papers at conferences;

- External funding of research or program grants;

- Citations of work and requests for offprints of scholarly works.

c. Service

Candidates for promotion or professor salary adjustment must demonstrate active and effective participation in the continuing tasks of the Department and University, which may be supplemented by professional or public service. Active participation in such departmental committees as personnel, search, and curriculum committees, as well as attendance at area and Department meetings is required. Other service participation may be demonstrated by evidence of the activities listed above in Section III.B.2.c.

4. Reappointment criteria for tenure-track faculty

a. Satisfactory fulfillment of (a), (c), and (d) among the criteria for promotion to Associate Professor.

b. Making appropriate progress toward achieving the requirements for tenure in the area of research and publication.

5. Tenure criteria

a. Normally the doctorate is required for tenure.

b. Satisfactory fulfillment of (a), (c), and (d) of the promotion criteria.

c. Displaying scholarly effectiveness in areas of need within the Department by showing promise of establishing oneself as a significant contributor to the profession in these areas, as judged by the Area Personnel Committee. Normally this will involve meeting the research and publication criteria for promotion from Assistant to Associate Professor.

6. Appointment of temporary faculty

a. Demonstrated teaching effectiveness is required. Effectiveness may be demonstrated using the types of evidence described above in III.B.2.a. A judgment of effectiveness shall be based upon student survey evidence, peer review, and any other relevant

evidence submitted by the candidate or required by College or University policy.

If the University's SOS-II forms have been used, the Department expects:

- (a) an average score of at least 2.8 on the global question (#8) and
- (b) a cumulative average of at least 2.8 on questions #1-7.

If another approved form is used, then the Department expects average and cumulative scores that would reasonably correspond to a 2.8 on the SOS-II.

- b. When choosing among effective teachers who are candidates for temporary faculty positions in situations in which the number of current temporary faculty in an Area exceeds the number of such faculty that the Area can employ during the next academic year, ability to teach courses for which the Area has staffing needs and evidence of teaching achievement, as well as promise and achievement in research and publication, and service to the Area and Department shall be considered. The most important considerations will be staffing needs and teaching achievements.

IV. Instructional Workload

A. Regular Assignments

- 1. For tenure-track faculty, a typical full-time teaching load for an academic year shall consist of three 3 credit hour sections in the fall term and three 3 credit hour sections in the spring term. For temporary faculty, a teaching load shall be determined in accordance with University policy on temporary faculty.
- 2. For the purpose of computing the teaching load of a Department member, REL and PHL courses taught on campus and within the Department shall count in-load. Other courses (such as ProfEd courses and courses not listed as REL and PHL) shall not count in-load unless the Department Council specifically approves such an in-load assignment and recommends it for approval to the Dean. In determining whether such an in-load assignment is appropriate, the Department Council must consider whether:
 - a. offering the course in-load will significantly decrease the productivity of the Department;
 - b. offering the course will weaken the Department's programs;
 - c. offering the course will provide a service to the University.

3. In collaboration with the faculty in their Area, the Chair and Area Coordinator shall draft and propose to the faculty of their Area course and section assignments for all Area sections, along with a schedule of times and rooms. Upon approval by a majority vote of the Area faculty, the proposal shall be forwarded to the Department Council, which will resolve any conflicts. Thereafter, the Chair and Area Coordinator may make adjustments in the schedule, as circumstances require, with the consent of affected faculty. The offering and scheduling of classes should be consistent with the policies, needs, and priorities of the Department, College, and University.

B. Non-Regular Assignments

When resources are available for summer teaching, off-campus teaching and other non-regular teaching assignments and remunerative appointments that are determined solely or primarily within the Area, the Area faculty shall determine how many and which courses are to be offered, and which courses eligible members are to teach, for any given segment of the academic year. In making these determinations, the Area faculty shall give due weight to curricular needs and student demand. Conflicts between the Areas will be resolved by the Department Council. Faculty eligibility for such assignments shall be determined within each Area by a rotating system among interested Area faculty. This system shall be as follows:

1. An interested voting member who has had a turn least recently has the first claim to a turn at a non-regular assignment, and so on.
2. However, tenure-track faculty members who have not completed a Ph.D. shall be ineligible for such non-regular assignments unless specifically exempted by majority vote of the faculty of the Area.
3. The faculty of the Area shall determine where to place new faculty in their Area's rotational sequence.
4. In cases where a course is proposed but does not draw sufficient enrollment to be offered, it shall not affect the rotational status of the individual proposing the course. However, an individual's second consecutive failure to draw sufficient enrollment in such an assignment shall be treated for rotational purposes as if the individual actually had taught the course.

V. Revision of the Bylaws

Changes in the Department Bylaws may be proposed by any voting member. They must be proposed in writing at a Department meeting. They may not be voted upon until the next Department meeting, and they may not be voted upon until at least 14 calendar days have passed. Any such changes must be approved by a 2/3 majority vote of the Department.