

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

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DEPARTMENT OF PSYCHOLOGY

As required by the Agreement between CMU and the CMUFA, the following procedure describes the manner of faculty participation determining these procedures, criteria, and bylaws (hereafter called Bylaws) for the internal governance of the department.

1. Charge to the departmental Executive Committee to prepare a tentative set of departmental procedures, criteria, standards, and bylaws.
2. Establishment by the Executive Committee of a draft of the Bylaws.
3. Submission of the draft of the proposed Bylaws to the department for critique.
4. Acceptance of the final Bylaws by the majority vote of regular faculty members (tenured faculty and faculty on a tenure-track appointment teaching at least half-time) via secret ballot.
5. The departmentally-approved Bylaws submitted to the Dean of the College and the Provost in accordance with the procedures set forth in the CMU-CMUFA Agreement.

The only way to add, delete, or change material except in the appendices of the Bylaws is by majority vote of the regular faculty and approval by the Dean and the Provost. Voting shall be by secret ballot. The material will be distributed with the agenda at least one week prior to the departmental meeting. The results of the voting shall be reported in the minutes of the meeting. Material approved will be added, deleted, or changed pursuant to the current CMU-CMUFA Agreement.

GOVERNANCE CENTRAL MICHIGAN UNIVERSITY

I. ACADEMIC SENATE

- A. **Representation:** All academic departments shall be represented in the Senate. The number of Senators shall be proportionate to the number of voting members in each department, except that there shall be at least one Senator from each department. No department shall elect more than one Senator for every twenty voting members or major portion thereof. Within the limits cited above, the Senate, or an agency designated by the Senate, shall determine the number of Senators every three years.
- B. **Term:** The term of members elected by academic departments shall be three years. Senators may not be elected to more than two consecutive terms from the same

constituency. The Psychology Department is to elect Senators to three-year staggered terms.

- C. **Election Procedures:** An election shall be held at a regularly scheduled department meeting during the month of April in the academic year preceding the term of the new Senator. A slate of nominees recommended by the Executive Committee will be distributed with the meeting's agenda. Additional nominations may be made from the floor. Faculty on regular appointment with the rank of instructor or higher shall have the right to vote. Absentia votes may be delivered to the Chairperson in advance of the meeting. Election shall be by secret ballot. Election shall require a majority of the votes cast. When a majority is not obtained on the first ballot, the number of nominees to be considered on succeeding ballots shall be the two with the highest number of votes on the preceding ballot. In case of ties, all those receiving the highest number of votes shall be nominees. Voting shall continue by secret ballot until a majority vote is obtained. The results of each election shall be reported by the department Chairperson. Senators take office at the first meeting of the new academic year.

II. GRADUATE FACULTY

The membership categories and the procedure for appointment and continuation are specified in the Graduate Education Policy established by the College of Graduate Studies.

DEPARTMENT OF PSYCHOLOGY

I. EXECUTIVE COMMITTEE

- A. **Charge:** The Executive Committee is a recommendation and decision-making body whose decisions and recommendations are subject to departmental approval and whose responsibilities include: determining teaching assignments, planning, budget review, determining graduate assistantships and fellowships, authorizing policy and procedures of the Psychology Consultation and Training Center and all other department centers and programs, and authorizing the Chairperson to enact policy.
- B. **Membership and Representation:** Each of the five program faculties (clinical, experimental, industrial/organizational, school, undergraduate) within the department is represented by a director. In addition, the Chairperson of the department serves as the Chairperson of the Executive Committee. The Associate Chair serves in an ex officio capacity.

- C. **Functioning:** Executive Committee meetings are open to members of the Psychology faculty. Directors are not bound by their Program Faculty's decisions or recommendations when they come to Executive Committee meeting. The Executive Committee establishes procedures for its functioning.

II. COMMITTEES

A. University and College

Election procedures: An election to replace a vacancy shall be held at a regularly scheduled department meeting during the month of April. The representative shall be elected to begin serving at the first meeting of the next academic year. A slate of nominees recommended by the Executive Committee will be distributed with the meeting's agenda. Additional nominations may be made from the floor. Faculty on regular appointment with the rank of instructor or higher shall have the right to vote. Absentia votes shall be delivered to the Chairperson in advance in the meeting. Election shall be by secret ballot. Elections shall require a majority of the votes cast. When a majority is not obtained on the first ballot, the number of nominees to be considered on succeeding ballots shall be reduced to two, and they shall be those who received the highest number of votes on the preceding ballot. In case of ties, all those receiving the highest number of votes shall be the nominees. Voting shall continue by secret ballot until a majority is obtained.

B. Ad Hoc

The Executive Committee or the department may create an ad hoc committee at any time. The creating body shall specify the charge, representation, term, and selection procedures for the Ad Hoc Committee.

III. DEPARTMENTAL MEETINGS

- A. **Chair:** Departmental meetings are chaired by the department Chairperson. In the absence of the Chairperson, the meeting is chaired by the Associate Chair or by a faculty member designated by the Chairperson.
- B. **Schedule:** Departmental meetings are ordinarily scheduled by the Chairperson or Executive Committee as long as notice is given to department members at least one week in advance of the meeting. A meeting schedule for the academic year will be prepared and distributed by the department Chairperson prior to October 1.
- C. **Quorum:** At least one-half of the voting department members constitute a quorum. For purposes of determining a quorum, faculty on leave are not counted.

- D. **Agenda:** Agendas will be determined by the Chairperson in consultation with the Executive Committee and published and distributed in advance of the meeting. Department members may set aside the agenda of the departmental meeting by vote of a simple majority of those members present.
- E. **Voting:** Regular faculty on at least half-time appointment shall have a vote. Temporary faculty and representatives of departmental student organizations are encouraged to attend.

When voting is by secret ballot, with the exception of TPR decisions, the meeting Chairperson shall appoint two regular faculty members to collect and tally the ballots. The meeting Chairperson shall announce the decision at the meeting, and the decision will be published in the minutes of the meeting. Upon publication of the decision, the original ballots will be destroyed.

Absentia voting: Absentia votes will not be permitted except where specifically provided for elsewhere in this policy manual.

Faculty members currently or previously related by marriage or having a similar openly acknowledged relationship with a member of the department or a graduate student in the department shall not be present during personnel decisions or voting on personnel decisions affecting that other person.

IV. CHAIRPERSON

- A. **Role:** The role of department Chairperson is recognized as a primary leadership position in the University. CMU has a list of assigned duties for chairs as part of the CMU-CMUFA Agreement. Other duties assigned by the department are enumerated throughout this document.
- B. **Term:** One to five years to be determined at time of election by agreement with department and approved by the dean.

V. ASSOCIATE CHAIRPERSON

- A. **Role:** The role of associate chairperson is defined by the chair and the Executive Committee. The associate chair fulfills the duties of the chairperson in his/her absence.

- B. **Term:** One to five years to be determined at time of election by agreement with department.
- C. **Appointed by** the chairperson and approved by the Executive Committee.

VI. PSYCHOLOGY CONSULTATION AND TRAINING CENTER DIRECTOR

The Psychological Training and Consultation Center Director is responsible for the proper operation of the Center, including adherence to ethical and legal standards of professional conduct and client care. The key feature of the Director's role is her/his responsibility to promote high standards of professional training and practice. The Director has authority requisite to discharging these responsibilities, including appropriate authority over the work of staff, students and supervisors; as necessary, this authority is exercised in consultation with and assisted by appropriate department and university bodies and authorities. The Director will be an *ex officio* member of the Clinical and School programs within the department of psychology and additional duties may include teaching, supervision of student research, and other scholarly activity.

- A. **Charge:** To establish and implement proper procedures and policies for the operation and use of the Psychological Training and Consultation Center which include:
 - 1. Oversee delivery of client care and assure adequate supervision of students. The Director has critical professional responsibilities including supervision of client-care, and must adhere to appropriate professional, ethical, and legal standards. The Director must be licensed and qualified to independently practice professional work and supervision at the clinic. The director must understand and adhere to APA ethical guidelines, as well as state and federal laws pertaining to supervision and practice.
 - 2. Keep financial records and maintain a balanced budget.
 - 3. Write an annual report to the Executive Committee concerning Center activities. This report should include a budget, student training and supervision activity, a summary of clientele served, research activity, and liaison activities with other departments, agencies, and the community.
 - 4. Write a five-year plan as part of an ongoing process of the Center.
 - 5. Order, distribute, and keep track of testing equipment and other supplies needed for Center and Department testing courses.

6. Coordinate and schedule room use.
 - a. Maintain and develop public relations with community and other professional organizations. Coordinate external practicum placements and liaison with external supervisors.
 7. Establish working relationships with other service oriented programs on campus, including the maintenance of collaborative relationships with the College of Health Professions.
 8. Encourage and facilitating the use of Center facilities for research.
 9. Seek external funding for the Center.
- B. **Selection:** If the Department requests and the Dean approves of conducting a search for this position, a search will be conducted consistent with University policies related to the hiring of staff positions. The Chairperson initiates the search process and coordinates the process within the department. The Executive Committee serves as a selection committee. The Executive Committee's choice is sent to the department for approval at a scheduled department meeting. If the department rejects the Executive Committee's selection, the Executive Committee may recommend another candidate or recommend re-advertising the position. The departmental recommendation is then sent to the dean for approval.

VII. PSYCHOLOGY CENTER ADVISORY BOARD

Psychological Training and Consultation Center Advisory Board: The advisory board recommends policies and procedures for the operation and use of the Psychological Training and Consultation Center. The Board shall be composed of the Executive Committee and the Director of the Psychological Training and Consultation Center.

VIII. PROGRAM DIRECTOR

- A. **Charge:** The role of Program Director is recognized as a significant leadership position within the department. While there may be a diversity in the functioning of programs, there does exist a common core of duties for all Directors. These duties include:
1. Directing the program by:

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- a. Monitoring and ensuring compliance with accreditation guidelines and department policies,
 - b. Obtaining and using input from Program Faculty and students regarding program policies and practices,
 - c. Proposing program policy changes as needed,
 - d. Recommending course content and teaching assignments to Program Faculty,
 - e. Serving as liaison
 - (1) Among faculty members and students and
 - (2) Between the Executive Committee, Chairperson, and the Program Faculty,
 - f. Preparing and providing timely responses to Chairperson requests,
 - g. Supervising program evaluation and record keeping,
 - h. Coordinating admissions procedures and serving as an information resource for the program,
 - i. Chairing Program Faculty meetings,
 - j. Attending and participating in the functioning of the Executive Committee, and
 - k. Working to resolve students' complaints regarding any aspect of the program.
2. Providing program leadership by:
- a. Encouraging faculty/student participation in the development and operation of the program,
 - b. Maintaining a positive public image of the program,
 - c. Soliciting program resources, and
 - d. Exercising responsibility in recruitment of new faculty and students.

3. Demonstrating continued professional competence by staying abreast of new developments in the program area, publishing scholarly work, maintaining appropriate skills and actively participating in professional associations.
 4. Teaching courses in their area of specialization.
 5. Providing students with direction and support in their training.
- B. **Term:** Directors are elected to serve a three-year term. The Directors will be elected in January with their terms beginning the following fall.
- C. **Selection:** Directors are elected by the Program Faculty at a previously announced meeting.
- D. **Qualifications:** Directors must be a member of the relevant Program Faculty and meet accreditation requirements when applicable.
1. Normally, faculty must have been granted the award of tenure by the Board of Trustees; however, in extenuating circumstances, the Executive Committee may approve otherwise.
- E. **Functioning:** To facilitate the accomplishment of their duties, Directors will be provided release time of one course per year.

IX. PROGRAM FACULTY

Each program area of the department must necessarily have a group of faculty associated with it. Such Program Faculty consist of those persons who have a major time and career commitment to the program as evidenced by active participation in the operation of the program.

- A. **Selection:** Each tenured or tenure-track faculty member of the department specifies the program(s) with which he/she wishes to be affiliated. Multiple Program Faculty membership is encouraged. The requests are submitted to the Program Faculty. If denied, appeals may be submitted to the Executive Committee.
- B. **Term:** While the term of appointment is indefinite, individuals or Program Faculty may request changes to the Executive Committee.
- C. **Voting:** Individuals have full voting privileges within each Program Faculty to which they belong.

- D. **Programs** may determine their own operating procedures, subject to approval by the Executive Committee, as long as these are not in conflict with these Bylaws or the CMU-CMUFA Agreement. A written copy of these program operating procedures must be on file in the department office.

X. CHAIRPERSON SELECTION COMMITTEE

- A. **Charge:** The Chairperson Selection Committee shall direct the search for a department Chairperson in accordance with the Chairperson selection section of these bylaws and university policy.
- B. **Representation:** Each of the Program Faculties within the department is represented by one faculty member. Program Faculty will determine their own procedures for election to the Chairperson Selection Committee. Candidates for Chairperson cannot be members of the Committee.
- C. **Term:** The Committee will be elected in September of the Chairperson's final academic year in office and function until a Chairperson is elected by the department.
- D. **Functioning:** The Committee will establish its own procedures in compliance with the departmental bylaws and university policy governing Chairperson selection.

XI. OUTCOME ASSESSMENT

The Psychology Department recognizes the importance of assessment of student learning at a program level (i.e., beyond the individual course level).

- A. **Assessment Plan.** Program faculty will develop an assessment plan in accordance with the schedule specified by the Assessment Council.
- B. **Content.** The assessment plan for each academic year will include:
 - 1. Student learning objectives to be assessed,
 - 2. Assessment procedures (e.g. tests, interviews, supervisor feedback, survey),
 - 3. Assessment criteria.

- C. **Results.** A summary of assessment data will be forwarded to the Assessment Council as required by the Council. Assessment data will be discussed in a Program Faculty meeting and will also be shared with students. A record will be maintained of program changes made as a result of assessment.

PERSONNEL MATTERS

XII. FACULTY WORKLOAD

- A. **Duties and Responsibilities:** The workload of faculty members in the Department of Psychology encompasses many professional duties and responsibilities necessary to their varied roles. Faculty have considerable discretion in carrying out their professional duties and responsibilities and will operate within University policies and procedures. These duties and responsibilities normally include but are not limited to:
1. Teaching consistent with master course syllabi, and/or providing instructional support in a variety of manners and settings;
 2. Advising and consulting with students;
 3. If graduate faculty, advising and serving on thesis, comprehensive exam or paper, and dissertation committees;
 4. Engaging in scholarly and creative activity;
 5. Serving on department, college, and University committees;
 6. Engaging in professional or public service related to the discipline.
- B. **Responsibility:** The department and Dean share responsibility for appropriate faculty workloads.
- C. **Recommendations:** With respect to the establishment of appropriate faculty workloads, department faculty may, in accordance with departmental bylaws and procedures, make recommendations concerning their workloads. These recommendations must be approved by the Executive Committee and the Dean.
- D. **Guidelines:** In the development of adjusted workload recommendations to be made by the department and forwarded to the dean for his/her approval, the following guidelines apply:

1. The instructional portion of a faculty member's full-time course load in the Psychology Department normally consists of twelve (12) credit hours per year for graduate faculty members who have been hired or promoted within the regularly scheduled promotion cycle specified in the CMU/CMUFA Agreement and fifteen (15) hours for graduate faculty who have not been promoted within the regularly scheduled promotion cycle specified in the CMU/CMUFA Agreement. Further, the course load for other faculty consists of eighteen (18) hours for those who have published at least one refereed journal article within the last five years, and twenty-four (24) hours for other faculty. A one year extension is granted for a faculty member who fails to meet the criteria for professor salary adjustment in four years. For this faculty member, course load consists of twelve (12) credit hours per year for one extra year if this faculty member has four publications during the past four years. All graduate faculty members must be active in thesis and dissertation supervision as determined by their respective programs.
 2. Adjustments to instructional workload may be made for various academic purposes, such as curricular or professional development activities, advising or directing responsibilities, and supervision of theses or dissertations.
- E. **Adjusted workloads** shall be recommended by the Executive Committee and approved by the Dean.
- F. **Established Adjustments:** In recognition of their responsibilities, the following adjustments to workload are established:
1. Department Chairperson is expected to teach one course each semester.
 2. Program Directors will normally receive a course release each year in recognition of the performance of those responsibilities upon approval of the Dean.
 3. The department may request a one course release per year for the Associate Chair. This request along with supporting documentation will be forwarded to the Dean of the College for approval.
 4. The school and clinical program directors will receive an additional course release to prepare an American Psychology Association (APA) self-study

during the academic year prior to the scheduled APA accreditation site visit. The school program director (or a designee) will also receive an additional course release to prepare a self-study for the National Association for School Psychologists (NASP).

XIII. TEACHING ASSIGNMENTS

A. **Regular Academic Year:** Teaching assignments are recommended to the Executive Committee by the Chairperson in accordance with department workload policy. Teaching at locations distant from the main campus is governed by the current CMU-CMUFA Agreement, and Off-Campus Teaching Assignments of these bylaws.

B. Summer Teaching Assignments

1. The Executive Committee, upon recommendation from the Chairperson, will determine the courses to be offered after thorough analysis of student needs, faculty requests, and program requirements for the fiscal year. The following guidelines will be used:
 - a. Priority should be given to full-time regular faculty for summer teaching.
 - b. Give every faculty member desiring summer employment at least one course before permitting an additional course or courses.
 - c. Additional regulations may be found in the CMU-CMUFA Agreement under Teaching Opportunities Additional to Semester Teaching.

C. Global Campus

1. The Psychology Department is committed to CMU's effort to provide high quality academic courses and programs in online and off-campus settings. To this end the Department is responsible for developing, staffing, and delivering high quality courses and programs through Global Campus.
2. Psychology faculty may wish to develop courses to be offered through Global Campus in the form of an off-campus class, internet class, virtual classroom, or other mode. All such proposals begin with a syllabus which must be reviewed and approved by the Executive Committee before the

faculty member makes further arrangements with Global Campus. The Executive Committee will consider the quality of the course, its feasibility for the proposed instructional mode, and the faculty member's on-campus responsibilities, in determining whether or not to approve the course.

3. Faculty members may request approval to teach courses offered through Global Campus by completing a Global Campus Faculty Teaching Preference Form and submitting it to the Director of Global Campus in Psychology.
4. The Psychology Department recognizes the importance of maintaining high quality courses and programs in its on-campus and off-campus operations. To implement the Psychology Department's policies and procedures to maintain high academic quality and integrity of the Psychology curriculum when courses and programs are offered off-campus or online, the department appoints the Director of Global Campus in Psychology.
 - a. Duties: The responsibilities of the Director include the following:
 - (1) Coordinate course schedule with Global Campus to keep enrollment manageable
 - (2) Recruit and assign instructors to off-campus courses and online courses
 - (3) Supervise instructors of off-campus and online psychology courses vis-à-vis best practices criteria
 - (4) Monitor courses for adherence to the master course syllabus and departmental policies
 - (5) Report to the department chairperson and the Executive Committee
 - (6) Write annual reports on the state of the program (e.g., outcome assessment, program review)
 - (7) Others – as needed to maintain high quality of the psychology department's off-campus operations

- b. Selection: A selection committee is convened to recruit and review qualified candidates and makes a recommendation to the Executive Committee. The Executive Committee then forwards its recommendation to the Department for voting. The appointment requires approval by the Dean.
- c. Functioning: The director will receive one-course release during the academic year, plus a summer stipend (normally equivalent to one three-hour course).
- d. Term: The director will serve a two-year renewable term.
- e. Qualification: The director must be a tenured regular faculty member at the Department of Psychology.

XIV. SABBATICAL LEAVES

A sabbatical leave at Central Michigan University has, as its central focus, a planned pattern of investment in the future for both the individual and the University. Consistent with this planned investment, the Psychology Department strongly supports sabbatical leaves as a primary form of faculty professional development. As such, this policy is intended to help faculty make use of the sabbatical leave for professional development. To facilitate proposal development, departmental notification of the need to begin preparing requests will be made in early April. While the actual submission deadline is September 1 of each year, faculty wishing review and feedback should submit proposals the preceding April.

While every effort will be made to support every approved sabbatical leave, the integrity of programs must also be preserved. If more requests are submitted than can be granted without infringing upon program offerings, the proposals must be compared with each other for the purpose of limiting the number supported in a given year, and the department may request the postponement of an approved sabbatical leave. Any time delay incurred because an approved sabbatical is postponed solely for the convenience of the department shall accrue in terms of eligibility toward a subsequent sabbatical leave in accordance with provisions in the CMU/CMUFA Agreement.

In reviewing the application, the Executive Committee review will use the following evaluation criteria:

1. University sabbatical leave evaluation criteria,

- a. The quality of the proposal, its probable value to the professional development of the individual, and contribution to the University and students;
 - b. Potential value of the completed project to the University, the applicant's college, professional area, and students;
 - c. Evidence which exhibits sound preliminary planning of the project and ability to complete the project;
 - d. Past record of service to the University, research, teaching, and other scholarly and creative activity;
 - e. The years of service applicable toward the leave;
2. Overall departmental programmatic impact;
 3. Probability of completion (based upon the individual's record of task completion); and
 4. Time constraints.

XV. NON-UNIVERSITY PROFESSIONAL WORK POLICY

- A. **Normal Responsibilities:** Full-time faculty in the Psychology Department of Central Michigan University are compensated for full-time service to the University during the period of their appointment. Such appointments carry a full-time load and assume the involvement of the individual in a range of academic and professional functions and responsibilities in the department, college, and University. These duties have been defined as an individual's "normal University responsibilities" and are agreed to by the faculty member, Program Faculty, and the Executive Committee.
- B. **Non-University Work:** Faculty are allowed to participate in non-University professional work as long as normal University responsibilities are carried out in a satisfactory manner as determined by Chairperson and Executive Committee review. Non-University work is difficult to define except as activity which is normally free of peer evaluation and not clearly related to University, college, and department duties, or CMU visibility. Such activities might include writing not related to psychology, selling insurance, or real estate. Since it is not the business of the University, college, or department to evaluate non-University activities, then such activities have no place in the University. Consequently, University facilities,

including a faculty member's office, support staff services, and University supplies such as stationery, telephone, computer, or mailing are not to be used.

- C. **Reporting:** Requirements for reporting activities for supplementary compensation are governed by the current CMU-CMUFA Agreement.
- D. **Special Case:** Faculty providing their professional skills to students for a fee creates a potential conflict of interest. Therefore, it is inappropriate for faculty to engage in a fee-for-service relationship with students.

XVI. TRAVEL

- A. **Allocation of Money:** The Executive Committee will vote annually to determine the amount of funds allocated in equal shares to each regular, full-time faculty member for travel to conventions, conferences, workshops, meetings, and other activities that contribute to professional growth and enrichment. Less than full-time faculty on regular appointment will receive an amount that is proportionate to their FTE. The Chairperson will approve individual faculty requests in the amount determined.
- B. **Special Cases:** All special cases not covered by the above, such as faculty support beyond the limit, carry over, substitution, and student travel will be considered by the Chairperson. The Chairperson will give notice of support to the person making the request and to the Executive Committee.

XVII. TENURE, PROMOTION, AND REAPPOINTMENT

- A. **General Principles:** A number of general principles cut across decisions concerning tenure, promotion, and reappointment (TPR).
 - 1. A university is an institution where there is collective pursuit of knowledge and learning by its faculty and student body. It achieves highest stature when students are not only exposed to excellent teaching, but are themselves stimulated to create or discover new knowledge. Therefore, the professor should be motivated to attain the highest standard of teaching and research. Ideally, he/she should be constantly involved in teaching and research for they are in fact part of the same educational process. Personnel policies should recognize the importance of both teaching and research.
 - 2. The Psychology faculty at CMU commits itself to apply the science of psychology to social problems, a commitment which may be reflected in community involvement on and off campus.

3. The creation of new knowledge manifests itself in different ways in various fields and disciplines. Departmental colleagues are best informed and, therefore, are in the best position to arrive at specific criteria or objectives which reflect contributions in teaching, research, and related community activities.
4. The primary responsibility of judging the extent to which department members have pursued their professional and University obligations, and have disseminated knowledge, rests with the department.
5. Measurement of the criteria set forth depends upon balancing factors, and require both quantitative and qualitative judgment considerations. Departmental recommendations on tenure, promotion, and reappointment are not made in a capricious manner. Minimum levels of performance in meeting criteria in primary and secondary categories must be specified.

B. Procedures: The decision-making process within the Psychology Department in regard to tenure, promotion, and reappointment is governed by University policy and by the current CMU-CMUFA Agreement. The department makes recommendations on TPR decisions using the following procedures:

1. **Initiation of Action:** It is the responsibility of the faculty member to submit his/her application for reappointment, tenure, or promotion to the department in accordance with the calendar published in the CMU-CMUFA Agreement. The Chairperson will provide timely assistance with regard to developing the candidate's dossier. However, it is the responsibility of the faculty member to assemble material in support of the personnel action being considered. This material will be made available for faculty review in the main office of the department for normally at least two weeks prior to the departmental meeting at which the personnel decision is to be made. Appropriate measures for the security of the materials will be made.
2. **Personnel Committee:** The Personnel Committee shall consist of five (5) members, each elected from each of five (5) programs, plus the department Chairperson. The members must be tenured faculty and must not be under consideration for promotion. The members shall serve staggered two (2) year terms. Upon submission of the faculty member's dossier, the Personnel Committee shall review the materials for promotion, tenure, or reappointment in order to make a written recommendation to the department. The Personnel Committee will discuss each faculty member's dossier on the first Friday after the due date for application. The Personnel

Committee may secure whatever additional information it deems necessary for making its recommendation. In addition, the Personnel Committee is responsible for conducting external reviews as described in Section XVII. Following the review of the dossier, the Chairperson of the Personnel Committee (department Chairperson) will meet with each candidate to inform the candidate of the tentative recommendation from the Personnel Committee. Any additional information obtained by the Personnel Committee will be shared with the candidate. All candidates will have the opportunity during the following week to meet with the Personnel Committee to answer questions and/or provide more information if needed before a recommendation is forwarded to the department. All additional information utilized by the Personnel Committee in making its decision along with additional information provided by the candidate, shall be placed in a folder and made available for department review along with the candidate's dossier.

3. Tenure, Promotion, Reappointment Committee: Membership of the committee varies according to the action being considered. All regular faculty members in the department who have already been awarded the TPR decision are allowed to vote. In the case of professor supplement, all professors are eligible to vote.
4. Voting: At the regularly scheduled departmental meeting at which the TPR decision is to be considered, the Personnel Committee will present its recommendation, along with supporting evidence, to the entire faculty. After open discussion, a secret vote will be taken by the TPR Committee. Ballots must be returned to the Chairperson within three (3) working days of the meeting. Faculty members currently or previously related by family or marriage, or who have or have had a relationship which would make it impossible to make an unbiased recommendation, shall not be involved in personnel decisions or recommendations affecting that faculty member. A positive recommendation requires a majority of those voting. Tie votes will be treated as negative recommendations.
5. Disclosure: Following counting of the ballots by the Chairperson and one other faculty member, the recommendations will be published in the departmental meeting minutes. The ballots will be retained in the Chairperson's office for one (1) year, or the expiration of any appeal period. The departmental recommendation will be forwarded to the dean along with the appropriate supporting materials. The Chairperson may make an

independent recommendation, after having so informed the Personnel Committee, TPR Committee, and the candidate.

Following the departmental vote, the Chairperson shall, in a timely fashion, provide candidates with written notification of the decisions.

- C. **Grievance:** When disputes arise, individual faculty members may seek redress of grievances according to procedures established by the Academic Senate and approved by the Board of Trustees or to procedures found in the current CMU-CMUFA Agreement.
- D. **Criteria:** Three criteria are used for all TPR decisions: teaching, scholarly & creative activity, and service. Teaching and scholarly activity are considered primary, and service, secondary. Differential emphasis will be given to criteria depending on the TPR action.
1. Teaching. Factors that may be used in assessing teaching effectiveness are:
 - a. Student Evaluation - University survey, other constructed surveys (e.g., instructor-based, department-based), and written student recommendations. If student evaluations are presented using instructor designed forms, it is recommended that the faculty member present information that relates to the validity of the measure.
 - b. Peer Evaluation - letters of recommendation, written class observation.
 - c. Course Structure - syllabi, study guides, exams, handouts, graded work.
 - d. Course Improvement - grants, workshops, awards, conference attendance, adoption/development of new formats (courses, teaching techniques, specialized procedure), research on teaching.
 - e. Advisement - directed studies, thesis/dissertation supervision, practicum (including student achievement/recognition).
 - f. Criterion - referenced measures of student competence (pre & post-learning assessment).

time, the nature of the activity, and his/her interest. Evidence of service will be compiled in the following four areas:

- a. Department. Departmental function and progress; Program Faculty coordination; action involvement in formulation of policies; policy implementation; program development; and departmental and interdisciplinary cooperation.
- b. College and University. Scope of contribution and offices held.
- c. Community. Contributions of psychological skill to civic and service groups, K-12 schools, higher education institutions, state department, federal agencies, student organizations; and within the University guest lectures, community relations, positive professional image, contact value, in-service training.
- d. Professional service. Chair or discussant of panel or seminar at state, regional, national or international meetings; offices held; committee representation; grant or manuscript reviewing; editorship; etc.

- E. **Application of Standards:** In all tenure, promotion, and reappointment recommendations, the three categories of responsibility -- teaching, scholarly and creative activity, and service are considered.

To determine favorable performance in teaching, student opinion, relevant peer evaluations, data from classroom visits when available, the candidate's credentials as they indicate success in teaching skills, self-rating, and frequency of activity are considered.

In scholarly and creative work, refereed publications in professional journals of good quality are used as the standard. Other forms of scholarship and creativity, however, can serve as equivalencies.

Examples of potentially acceptable alternative contributions are: funded external grants, books, book chapters, invited articles, and submitted major grant proposals. However, for each promotion (including professor supplement) as well as for tenure decision, only one submitted major grant proposal can be used as a substitution. Further, a written grant cannot be counted as both a submitted proposal and as a funded grant.

- F. **Promotion:** Promotion in rank is not automatic nor based on seniority but on standards established in this document and the current CMU-CMUFA Agreement.

A minimum time in rank before promotion is usually six (6) years from assistant professor to associate professor, five (5) years from associate professor to full professor, and four (4) years from full professor to professor supplement, although a faculty member may apply and the department may nominate a person for promotion at any time.

While all three criteria are evaluated in all promotion decisions, the department considers scholarly and creative activity so important that special guidelines have been provided for consideration as follows:

1. Assistant Professor to Associate Professor – at least, six (6) articles in refereed journals of good quality. Other contributions, as listed above, may be substituted for up to three (3) articles. The other contributions may be substituted only when judged to be of equivalent quality to articles in refereed journals of good quality.
2. Associate Professor to Professor – at least, five (5) articles in refereed journals of good quality. Other contributions as listed above, may be substituted for up to three (3) articles. The other contributions may be substituted only when judged to be of equivalent quality to articles in refereed journals of good quality.
3. Professor Salary Adjustment – at least, five (5) articles in refereed journals of good quality. Other contributions, as listed above, may be substituted for up to three (3) articles. The other contributions may be substituted only when judged to be of equivalent quality to articles in refereed journals of good quality.

- G. **Tenure:** The recommendation of tenure is one of the most significant actions a department can make. The recommendation is based on competence in each of the criteria and promise of the faculty member and the future needs of the department and university.

Because of these limits, it is important to carefully evaluate each candidate's assets from the start (see Reappointment).

Candidates are assessed in all categories of responsibility. For tenure recommendations for all ranks, the criteria employed are the same as that for promotion from assistant professor to associate professor except for the requirement for the scholarly and creative activity. Tenure requires five (5) articles in refereed journals of good quality, of which two (2) can be substituted by the other contributions, as listed above, when these contributions are judged to be of

equivalent quality to articles in refereed journals of good quality. However, only one submitted major grant proposal can be used as a substitution. The judgment of quality of scholarship also includes external review.

In addition, a doctorate must be officially granted by the applicant's degree institution before a recommendation by the department to grant tenure will be made.

- H. **Reappointment:** Reappointment with its concomitant periodic review is not to be taken lightly. Departmental directions and possible detours need clarification for the new person. The promise of the candidate as well as assessment of current competence is considered along with the needs of the University. For reappointment, the candidate must meet the minimum standards established in this document as determined by the Personnel and TPR Committees.
- I. **Determination of Standards:** The following procedures describe the manner of faculty participation in determining the standards for tenure, promotion, and reappointment.
1. Election of an ad hoc committee from Program Faculties.
 2. Establishment by that committee of a tentative document establishing standards regarding tenure, promotion, and reappointment.
 3. Submission of the draft of the proposed document to the department for critique.
 4. Acceptance of the final document by majority vote of regular faculty members via secret ballot.
 5. Submission as a bylaws revision to the Dean.
- J. **Dossier:** The importance of the faculty member preparing a comprehensive dossier on the categories mentioned cannot be emphasized enough. The strength of a person's case rests primarily with the development of a good portfolio. The faculty is urged, as best they can, to attend closely to the questions raised about teaching, scholarly and creative activity, and service, plus objective data in their support. The materials will be placed on file and made available to all faculty members of the department to review, and the Personnel Committee will use the dossier as the foundation for recommendation to the TPR Committee and to the Dean. The dossier must be submitted by the deadlines as indicated in the current CMU-CMUFA Agreement and may not be modified after the deadline for submission of material to the department, except as indicated in XVII.B.2.

XVIII. RECRUITING

A. Determination of Needs

When a position is vacant, the Executive Committee will determine priorities for recruitment by thorough analysis of departmental and program needs. These recommendations will be forwarded to the dean and provost for review and approval.

B. Recruiting Process

1. Recruiting follows the guidelines provided by the college and by university policies.
2. The Executive Committee approves a tenured faculty member to serve as the chair of the Search Committee.
3. The Chair of the Search Committee recommends to the Executive Committee members for the Search Committee for approval.
4. The Search Committee normally consists of four members including the chair. At least one member of the Search Committee's primary affiliation must be from outside the program that is conducting the search.
5. The Search Committee recommends top candidates for interviews to the Executive Committee for approval. If the Executive Committee concurs, the candidates are recommended to the Dean for interviewing. If the Executive Committee does not concur, a joint meeting shall be held with the members of the Search Committee to resolve differences. If the differences are not resolved, the Executive Committee makes the decision unless a member of the Executive Committee or the Search Committee takes the question to a meeting of the Department for review and resolution.
6. The Search Committee, after reviewing feedback from faculty and students regarding the candidates, recommends a rank ordered list of persons to be made offers to the Executive Committee. If the Executive Committee concurs, the list is sent to the Dean. If the Executive Committee does not approve, the question shall be sent to the appropriate Program Faculty for consideration. If the Program Faculty decides to remove a candidate from the list of people who may be made offers, the person will no longer be

considered for an offer. If the Program Faculty wishes to keep a particular candidate on the list, a member of either the Search Committee or the Executive Committee may take the question to a meeting of the Department for review and resolution.

C. Credit Towards Tenure

Normally only work completed after being hired by CMU is used for making a tenure decision. However, when prior work is deemed to be of superior quality by the Program Faculty and the Executive Committee, the Chairperson may make a formal request to the Dean to count prior work toward a tenure decision. In exceptional cases, tenure may be granted to a faculty member at the time of hire. If agreed to, this shall be part of the offered contract.

XIX. RETRENCHMENT

- A. If it is necessary for the department to reduce its faculty FTE which leads to the layoff of a regular faculty member, the following options will be used in their order of priority as the basis for the departmental recommendation to the dean and/or provost.
1. Cut unnecessary summer courses.
 2. Not appoint temporary faculty to subsequent terms.
 3. Leave unfilled a vacancy caused by retirement, resignation, or some other form of attrition.
 4. Reduce graduate assistantship positions earlier established by the conversion of faculty positions.
 5. Non-reappointment of a non-tenured faculty member serving on a regular appointment.
 6. Dismissal of a tenured faculty member according to the current CMU-CMUFA Agreement.

XX. FACULTY REVIEW

Upon request, an individual conference for the purpose of assisting tenured or tenure-track faculty will be held with the Chairperson. At the conference, the Chairperson will provide

feedback concerning the faculty member's performance. This is in addition to conferences with the Dean as specified in the current CMU-CMUFA Agreement.

XXI. OFFICE HOURS

Part of a faculty member's normal responsibilities is to be available for consultation, particularly with students. It is expected that all faculty will hold weekly office hours.

Office hours shall be held when appropriate for students. It is not appropriate to hold thesis/dissertation defenses or supervision meetings during office hours.

Faculty on full-time appointment are expected to be available for a minimum of five (5) hours per week while faculty on less than full-time appointment shall be available proportional to their appointment.

XXII. STUDENT ADVISING

Within the Psychology Department, student advising is considered part of a faculty's normal workload. All regular faculty will be available for both graduate and undergraduate student advising. Realizing that advising requires a working knowledge of the University, new faculty will not be expected to advise during their first year at the University. In addition, one must be a member of the Graduate Faculty to advise graduate students.

Assignments of undergraduate advisees will be done in the main office on a rotating basis. No faculty shall be assigned more than 15 undergraduate advisees until all eligible faculty have been assigned 15. Assignment of graduate advisees will be done by Program Faculty Directors.

XXIII. ANNUAL CHAIRPERSON REVIEW

Performance Review – During the month of April of each year, the Personnel Committee shall distribute an anonymous evaluation form assessing the Chairperson's strengths and weaknesses. The Personnel Committee shall submit a letter to the Chairperson within one week summarizing the results. Within two weeks of receipt of the letter, the Chairperson shall submit a response to the Psychology Department in writing. Both documents shall be shared with the Dean in accordance with provisions in the CMU/CMUFA Agreement.

XXIV. CHAIRPERSON SELECTION

Since the role of department Chairperson is a primary leadership position within the University, selection should not be undertaken lightly. The faculty has the prerogative at any

time to recommend to the Dean that an external search be conducted. The following process shall be used to ensure prudent selection of a Department Chairperson.

- A. **Procedures:** In September of the Chairperson's final academic year in office, a Chairperson Selection Committee will be formed. Each program shall elect one representative to the Committee. The committee will use the following procedures:
1. Prepare a job description by October 15.
 2. The application deadline will be November 1.
 3. Applicant files will be available in the main office.
 4. All program faculties of the department will speak with the applicants.
 5. The applicants will make presentations to the department.
 6. The department will vote on the Committee's recommendation no later than the end of the fall semester.
 7. Voting will be by secret ballot with recommendation for selection requiring a simple majority of regular faculty.
 8. Absentia votes shall be delivered to the Committee in advance of the meeting.
 9. If no candidate is selected, permission to conduct a national search will be requested from the Dean.
- B. **National Search:** In the event of a national search, department faculty members are encouraged to submit their credentials. When a national search is initiated, the following procedure is to be used:
1. The Chairperson Selection Committee shall initiate search procedures according to established University policy of affirmative action; department members may also suggest possible candidates.
 2. A departmental file will be established on each eligible candidate applying.
 3. The candidates' files will be sent to the relevant Program Faculty for evaluation.

4. The Chairperson Selection Committee will invite the preferred candidates to campus.
 5. The Chairperson Selection Committee will arrange for visiting candidates to meet with as many faculty as possible including all program directors.
 6. The Chairperson Selection Committee will forward a recommendation about each candidate to the department for voting.
 7. Voting will be by secret ballot. Election will require a simple majority of regular faculty.
 8. Absentia votes must be delivered to the Chairperson Selection Committee in advance of the meeting.
 9. A run-off system will be used for voting.
- C. **Early Vacancy:** Should the Chairperson, for any reason (e.g. death, resignation, or removal), leave office early:
1. The Executive Committee shall, in a timely fashion, convene a special departmental meeting chaired by the Executive Committee spokesperson for the purpose of selecting an Acting Chairperson. The Executive Committee shall present a recommendation for Acting Chairperson to the departmental faculty. Voting shall be by secret ballot. Approval requires a majority vote of regular faculty. Should a majority vote not be obtained, the department will reconvene as a committee-of-the-whole and establish its own procedures for selection of an Acting Chairperson. Upon selection of a candidate, the recommendation will be forwarded to the Dean.
 2. A Chairperson Selection Committee will be elected to direct a search for a new Chairperson.
 3. The Acting Chairperson shall serve for a term recommended by the Executive Committee, and approval by the department and the Dean, or until a new Chairperson has been elected.

XXV. FIXED-TERM FACULTY

A. Determination of Need

The Department of Psychology occasionally has need to employ faculty on a temporary basis. Reasons for such employment include: replacement of an incumbent on leave, replacement of a late resignation, insufficient time to complete a search, failed tenure track search, and filling a non-tenurable position. The Chairperson and/or Executive Committee will determine the need for fixed-term faculty and obtain approval of the Dean for any hire.

B. Hiring

1. If the position is full-time and time permits, the procedures for recruiting regular faculty will be followed.
2. If time does not permit or if the appointment is for less than full-time, the Chairperson will, in consultation with the Executive Committee:
 - a. Initiate a search to include local advertising, solicitation from colleagues, and/or
 - b. Develop appointment criteria,
 - c. Establish applicant files, and
 - d. Select the preferred candidate and recommend appointment for a specified contract period.
3. In all instances, university policies will be followed.
4. Duties are assigned according to the current CMU-UTF Agreement.

C. Subsequent Appointment

Fixed-term faculty members are appointed for a specified contract period, usually one or two semesters, and in no instance should they expect reappointment beyond that period. However, subsequent reappointments are, on occasion, necessary. When subsequent appointments are deemed desirable and since fixed-term appointments are not intended as long-term commitments, the Chairperson, in consultation with the Executive Committee, will make

appointment decisions based only on performance for which the individual was contracted. Specifically, judgments may not be based upon other factors or potential. Generally, this assessment will focus on teaching since a fixed-term faculty's primary responsibility is in instruction. Specifically, the Chairperson and the Executive Committee will use the following procedures for reappointment and promotion of fixed-term faculty members. Evaluation is conducted in accordance with the timeline specified by the current CMU-UTF Agreement.

Annual Review for Reappointment. A faculty member submits an application for reappointment to the Executive Committee. The application needs to include some or all of the items below as evidence of teaching effectiveness. The faculty member is expected to write a short narrative describing how he/she met the department standard of good teaching. Further, the faculty member is expected to be current in his/her own field, as demonstrated by participation in professional conferences, workshops, research, etc.

- a. Student evaluations
- b. Peer evaluations
- c. Course structure
- d. Course improvement
- e. Criterion-referenced measures of student competence
- f. Grade distribution
- g. Advisement – directed studies, thesis, practicum (including student achievement/recognition)
- h. Acquisition/update of professional competence that leads to the improvement of teaching: Post-doctoral study; leave of absence; continuing education programs; professional credentials; research; etc.

Promotion to Lecturer II. Promotion to Lecturer II from Lecturer I will follow the standard procedure the Department use for promotion for regular faculty, except that only one category, teaching, will be considered. A faculty member submits an application for promotion to Lecturer II to the Executive Committee. The application needs to include some or all of the items below as evidence of

teaching effectiveness. The faculty member is expected to write a short narrative describing how he/she met the department standard of good teaching. Further, the faculty member is expected to be current in his/her own field, as demonstrated by participation in professional conferences, workshops, etc. The Executive Committee makes a recommendation to the Department, and the Department votes to approve or disapprove the Executive Committee's recommendation.

- a. Student evaluations
- b. Peer evaluations
- c. Course structure
- d. Course improvement
- e. Criterion-referenced measures of student competence
- f. Grade distribution
- g. Advisement – directed studies, thesis, practicum (including student achievement/recognition)
- h. Acquisition/update of professional competence that leads to the improvement of teaching: Post-doctoral study; leave of absence; continuing education programs; professional credentials; research; etc.

D. DEPARTMENTAL SUPPORT

Fixed-term faculty are not eligible for professional development funds or other departmental support except as noted elsewhere in these bylaws. They are, however, encouraged to apply for extra departmental support for which they are eligible. In such cases, the department will consider support on a case-by-case basis, the same as for regular faculty.

XXVI. ADJUNCT FACULTY

A. Purpose

Adjunct appointments are recommended for qualified individuals who will or continue to make significant contributions to the department. Examples are

supervision of interns and service on departmental committees. Individuals receiving such appointments may come from outside the University community or hold appointment at CMU. During an adjunct appointment, an individual also may serve as a temporary faculty member.

B. Terms and Compensation

1. Initial appointments are for one year. Thereafter, appointments may be granted for terms not to exceed three years.
2. Adjunct appointments are non-compensatory.

C. Appointment

1. The Provost extends adjunct faculty appointments upon the recommendation of the department and with the support of the Dean.
2. Any department member may recommend an individual for appointment. A letter detailing the recommendation along with a Curriculum Vita for the candidate should be forwarded to the Executive Committee.
3. The Executive Committee will review the candidate's credentials. If the Committee does not believe appointment is warranted, the Chairperson will so inform the nominating faculty member. If the Committee supports the appointment, it will make a recommendation to the department including proposed rank and term.
4. At a regularly scheduled department meeting, faculty shall vote on the recommendation by voice vote, unless a member moves and a positive vote supports a secret ballot.

D. Review and Subsequent Appointment

1. At the expiration of the adjunct's term, the adjunct should submit a new Curriculum Vita to the Executive Committee for review. Consideration may be given to promotion in rank. The Executive Committee will make a recommendation (including rank) to the department for appointment or termination. The department shall vote as in 4. above.