

DEPARTMENT OF RECREATION, PARKS, & LEISURE SERVICES ADMINISTRATION

Departmental Procedures, Criteria, Standards, and Bylaws

Approved September 10, 2014

(Official document prepared by Faculty Personnel Services)

TABLE OF CONTENTS

I. [Introduction/Preamble](#).....1

 A. [Purpose](#)1

 B. [Definition of a Voting Faculty Member](#).....1

 C. [Schedules of Meetings](#)1

II. [The Governance Structure and Operating Methods of the Department](#).....2

 A. [Departmental Governance](#).....2

 1. [Robert's Rules of Order](#).....2

 2. [Voting](#)2

 3. [Quorums, Proxies](#).....2

 4. [Off Session](#).....2

 5. [Review of This Document](#)2

 6. [Procedures for Revising and Amending Bylaws](#).....2

 B. [Position of the Department Chairperson](#).....3

 1. [Expectations of Chairperson](#).....3

 2. [Procedures for Appointment, Reappointment, and Formal Review of Chairperson](#)3

 3. [Methods for Providing Informal Annual Feedback](#)3

 C. [Department Executive Committee](#).....4

 1. [Composition of the Committee](#).....4

 2. [Selection Procedures](#).....4

 3. [Duties and Responsibilities](#).....5

 D. [Standing Committees/Appointment Policies](#)6

 E. [Selection of Ad Hoc Committees](#)7

III. [Procedures, Criteria, and Standards for Reappointment, Tenure, Promotion, and Professor Salary Adjustment](#).....7

 A. [Procedures to Assure Faculty Participation in Development of Criteria](#).....7

1.	<u>Eligibility of Voters</u>	7
2.	<u>Standards Development</u>	7
3.	<u>Balloting Procedures</u>	7
B.	<u>Criteria and Standards for Reappointment, Tenure, Promotion, and Professor Salary Adjustment</u>	7
1.	<u>Prerequisites</u>	7
2.	<u>University Criteria</u>	8
3.	<u>Reappointment of Regular Faculty</u>	8
4.	<u>Tenure</u>	9
5.	<u>For Tenure at the Rank of Assistant Professor</u>	9
6.	<u>For Tenure or Promotion at the Rank of Associate Professor</u>	12
7.	<u>For Tenure or Promotion at the Rank of Full Professor or Professor Salary Adjustment</u>	16
8.	<u>Early Promotion</u>	19
IV.	<u>Procedures for Determining Departmental Recommendations for Reappointment, Tenure, Promotion, and Professor Salary Adjustment</u>	24
A.	<u>Administration of Personnel Matters</u>	24
B.	<u>Collection of Supporting Material by the Committee, Submission of Supporting Material by the Candidate, Along with Method of Presentation and Documentation</u>	24
C.	<u>Process of Evaluating Applications, Voting Procedures, Procedures for Forwarding Recommendations to Dean</u>	25
D.	<u>Appeals to Negative Personnel Decisions</u>	25
E.	<u>Subsequent Appointment of Fixed-Term Faculty (3/4 & Full Time)</u>	25
V.	<u>Policies Regarding Retrenchment</u>	26
VI.	<u>Departmental Policies</u>	27
A.	<u>Procedures for Recommending the Selection of New Faculty</u>	27
B.	<u>Procedures for Class Assignment, Advisement Responsibilities, and Committee/Service Responsibilities</u>	28
C.	<u>Sabbatical, Release Time, and Other Leave Recommendations</u>	28
D.	<u>Allocation Procedures for Funds Over Which Department has Discretion</u>	28
E.	<u>Procedures for Allocating Assigned Space</u>	28

F.	<u>Teaching for Global Campus / Distance Learning</u>	29
G.	<u>Summer Teaching</u>	29
H.	<u>Assignment of Summer Intern Supervision</u>	29
I.	<u>Procedures for Recommending Initial and Continuing Membership in Graduate Faculty</u>	30

**DEPARTMENT OF RECREATION, PARKS, AND LEISURE
SERVICES ADMINISTRATION**

I. Introduction/Preamble

A. Purpose

This document describes Procedures, Criteria, Standards, and Bylaws of the Department of Recreation, Parks, and Leisure Services Administration. Decisions concerning faculty appointment, reappointment, tenure, promotion, Professor Salary Adjustment, and retrenchment, as well as decisions establishing operating procedures, require specific actions by the Department faculty as described in this document.

B. Definition of a Voting Faculty Member

The voting membership in the Department of Recreation, Parks, and Leisure Services Administration includes all regular faculty and all who have an academic rank as instructor or above and whose appointment calls for 3/4 time or more service to the Department whether or not in research, instruction, supervision of student interns, or any combination of the three. The Director of the Center for Leisure Services is eligible to vote on all non-personnel matters. Regular faculty is defined as being tenure or tenure track. Only regular faculty may vote on personnel related matters.

C. Schedules of Meetings

Prior to each semester, the Department Chairperson shall be responsible for scheduling weekly meetings for the Department, taking into account the time when most members of the Department are readily available. Graduate Assistants (GA's) may be invited to attend faculty meetings as non-voting members and will be excused during personnel discussions. A student selected by the Student Recreation Association (SRA) and other RPL/LDR professional student groups may also be invited to attend faculty meetings, but as a non-voting member in all departmental matters. The student(s) will be excused when discussion of personnel matters occurs. Scheduled meetings will be canceled by the Chair whenever the extent or importance of the agenda does not indicate the necessity for a meeting. All Departmental members are encouraged to submit agenda items to the Department office prior to the formation of an agenda. The agenda will normally include the following:

1. Department Chairperson's Report/Dean's Advisory Council (DAC) Report
2. Report of the Representative to the Academic Senate
3. Reports of the Committees
 - a. Executive Committee
 - b. Curriculum Representative
 - c. Outcome Assessment Committee
 - d. Technology Representative
 - e. Marketing Representative
 - f. Goal Committees
 - g. Other Committees

4. Old Business
5. New Business
6. Adjournment

II. The Governance Structure and Operating Methods of the Department

A. Departmental Governance

1. All departmental meetings shall follow Robert’s Rules of Order.
2. In all matters of departmental governance, with the exception of the election of members to the Executive Committee, all votes will be by voice or hand votes, unless a voting member requests a secret ballot.
3. Quorums, Proxies

In all departmental business, including personnel decisions, a quorum shall consist of a majority of the eligible voting members of the Department. The quorum for a committee shall be determined the same way. Proxies will be accepted where a departmental meeting (not including committee meetings) is held at a time when a faculty member is engaged in other university or departmental business.

4. During times when classes are not in session on the Mount Pleasant campus, every attempt should be made to contact faculty members and the Executive Committee for consultation and approval when departmental decisions are necessary.
5. Review of this Document

The departmental policies must be routinely reviewed every three years as specified in the CMU/CMUFA Agreement, and as part of the Five Year Departmental Self-Study and Evaluation. The review will be initiated by the Department Chairperson.

6. Procedures for Revising and Amending Procedures, Criteria, Standards, and Bylaws (Procedures)

Proposals for amending these procedures may be formally presented at any official meeting of the Department. However, members of the Department must have been sent, in writing, the proposed changes at least 14 calendar days prior to the meeting. Action on the proposals will then be taken provided a quorum of regular faculty is present. The acceptance of a proposed amendment requires a majority vote in the affirmative.

B. Position of the Department Chairperson

1. Expectations and duties of the Chairperson shall be consistent with the expectations and duties assigned by CMU and delineated in the current CMU/CMUFA Agreement in the areas of administrative functions, faculty and personnel functions, department liaison functions, student-related functions, and leadership functions. The Department Chairperson shall represent the Department in all matters regarding the Department's relationship to the college and the university except where specific persons to represent the Department are designated by the Chairperson or, in the absence of the Chair, by the Executive Committee.
2. Procedures for Appointment, Reappointment, and Formal Review of Chairperson
 - a. When the position of Department Chairperson becomes vacant, the Executive Committee will undertake the necessary steps to recommend filling the position. Recommendations for an internal appointment or an external search will be made by the Executive Committee to the Department. Approval of a recommendation to send forward to the Dean requires a majority vote of the regular faculty of the Department. Final approval will be made by the Provost.
 - b. The Department Chairperson's appointment is for a period of one (1) to five (5) years as designated by the Dean and, without specific recommendations to the contrary, reappointment to the position may continue, subject to the Dean's approval. The Chairperson shall be reviewed annually under the direction of the Executive Committee per the current CMU/CMUFA Agreement. Upon recommendation of the Executive Committee and by means of a majority vote of the regular faculty of the Department the evaluation will be forwarded to the Dean for reappointment beginning with the next academic year.
3. Method for Providing Informal Annual Feedback as called for in the CMU/CMUFA Agreement
 - a. The Executive Committee shall be responsible for establishing a method of informal evaluation of the performance of the Chairperson of the Department.
 - b. The informal evaluation shall take place on a yearly basis during the fall semester.
 - c. Evaluation results will be shared by the Executive Committee with the Department and entered into the minutes. Results will be stored in the Department office.

C. Department Executive Committee

1. Composition of the Committee

- a. The Executive Committee shall consist of three (3) regular faculty members of which no less than two are tenured.
- b. All members shall have at least one full academic year of service in the Department before becoming eligible for committee membership.

2. Selection Procedures

- a. Appointment shall be for a period of three years.
- b. A faculty member shall not be reappointed to the Committee for a period of at least one year following expiration of her/his appointment.
- c. The Department Chairperson shall not be eligible for membership on this committee.
- d. Election will be determined by a majority of the regular faculty by secret ballot.
- e. During faculty preparation week of the fall semester, the Department Chairperson shall submit a list of all potential members of the Executive Committee to all Department members. Election will take place at the first meeting in the fall semester and the Committee will take office immediately.
- f. The Committee Chairperson shall be the member with two continuous previous years of service on the Committee. If no one meets this criterion for the chairpersonship because of resignation, etc., the Committee shall elect its own chairperson.
- g. In the event of a vacancy on the committee, at the next Department meeting (regular or special), a replacement shall be elected by the Department members to fill the unexpired portion of the term. Procedures shall follow as closely as possible those outlined for regular elections.
- h. Members of the Committee shall disqualify themselves from matters in which they are an interested party. In this situation, the replacement will be selected, in the following order if tenured faculty, from the Academic Senate Senator, the Curriculum Representative, the Outcome Assessment Chairperson, the

Technology Representative, or the Marketing Representative. The replacement will sit with the Committee and vote only if needed to break a tie.

- i. The Department Chairperson will meet with the Committee to initiate personnel decisions and thereafter will not meet with the Committee, except at such times as they desire her/his presence to answer specific questions. The Department Chairperson may request to meet with the Executive Committee if necessary. The Committee does not have to honor this request and if it does not, will so indicate in writing to the Chair with its reasoning.

3. Duties and Responsibilities

- a. All actions of the Executive Committee shall be reported to the Department at the first departmental meeting following the action of the Executive Committee. The Committee shall also provide written minutes to be distributed within three working days of any action taken by the Executive Committee.
- b. The Executive Committee shall have the responsibility for making recommendations in the following matters through the Department Chairperson to the Dean based on a majority vote of the regular faculty of the department:
 - (1) Reappointment of non-tenured faculty
 - (2) Tenure
 - (3) Promotion
 - (4) Release Time
 - (5) Sabbatical
 - (6) Other personnel matters
- c. The Executive Committee shall make recommendations through the Department Chairperson. If the Department Chairperson concurs with the recommendations, s/he shall forward them with her/his concurrence to the Dean.
- d. If the Department Chairperson does not concur, s/he shall meet with the Executive Committee in an attempt to arrive at a mutually agreeable solution. If this is not possible, the Executive Committee report shall be forwarded to the Dean. The Department Chairperson shall forward her/his independent recommendation to the Dean at the same time (including any rebuttal of the committee recommendations).
- e. In the absence or incapacitation of the Department Chairperson, the Chairperson of the Executive Committee shall be the acting Department Chairperson until a new chair is selected.

D. Standing Committees/Appointment Policies

The standing committees in addition to the Executive Committee shall include, but not be limited to: Academic Senate, Curriculum, Outcome Assessment, Technology, and Marketing.

1. The Academic Senate senator is elected by a majority of the voting faculty for a three-year term. S/he must be a regular faculty member.
2. The Curriculum Representative is elected by a majority of the voting faculty for a three-year term. S/he must be a regular faculty member. The individual will also represent the Department to the College Curriculum Committee and sit as the representative for that same three-year term. The regular faculty as a whole will act as the Curriculum Committee. All departmental curricular items will be brought to the regular faculty for a majority vote. All curriculum proposals shall be presented at least two working days in advance of the scheduled departmental meeting at which consideration will take place.
3. The Outcome Assessment Committee will consist of any three voting faculty members appointed to three-year staggered terms and will be elected by a majority vote of the voting faculty. The Committee Chairperson shall be the member with two continuous previous years of service on the Committee. If no one meets this criterion for the chairpersonship because of resignation, etc., the Committee shall elect its own chairperson. The Outcome Assessment Committee will be responsible for overseeing and facilitating the development and implementation of departmental and programmatic outcome assessment (OA) efforts including to: keep faculty informed of OA deadlines; manage WEAVE for the department including updating OA plans, and submitting progress reports as required by the university; facilitate the department Exit Exam development including item analysis and question development; and manage the Exit Exam for the department including the development of the exam delivery protocol, data analysis, and reporting results to the department.
4. The Technology Representative is elected by a majority of the voting faculty. The individual will also represent the Department to the college and sit as the representative for that same three-year term. The regular faculty as a whole will act as the Technology Committee. The Technology Representative will work with the faculty and staff to determine needs and will prepare written proposals for technology requests to be submitted to the College Technology Committee. The proposals will then be presented to the Department for a majority vote.
5. The Marketing Representative can be any voting member of the faculty and is elected by a majority vote. The regular faculty as a whole will act as the Marketing Committee.

Responsibilities include the design and implementation of the department's marketing plan.

6. Additional working committees may be created depending upon departmental needs. Membership on these committees, unless otherwise designated, may consist of voting faculty members plus graduate assistants and students.

E. Selection of Ad Hoc Committees

1. Ad Hoc committees shall be appointed for a specific task by the Department Chairperson. Should the Chairperson be a party to a problem or task for which the Committee is formed or should the Chairperson fail to act in appointing a committee in a reasonable amount of time, the Executive Committee may assume the responsibility of appointing an ad hoc committee.

III. Procedures, Criteria, and Standards for Reappointment, Tenure, Promotion, and Professor Salary Adjustment

A. Procedures to Assure Faculty Participation in Development of Criteria

1. Eligibility of Voters

Members of the Department eligible to vote are regular faculty.

2. Standards Development

Regular faculty members in the Department will be charged with establishing and forwarding any changes in standards and criteria for tenure, promotion, reappointment, and Professor Salary Adjustment.

3. Balloting on acceptance of standards for reappointment, tenure, promotion, and Professor Salary Adjustment shall be by majority vote of the regular faculty in a secret ballot following discussion.

B. Criteria and Standards for Reappointment, Tenure, Promotion, and Professor Salary Adjustment

1. Prerequisites

The period prior to consideration for tenure in the department shall be as established in the CMU/CMUFA Agreement.

2. University Criteria

The Department's criteria and standards shall not be in opposition to, or less than, university criteria. These college and university criteria and standards should be considered relevant to this process.

3. Reappointment of Regular Faculty

Consistent progress toward the attainment of the criteria listed below is the expectation for all regular faculty seeking reappointment.

a. Possess a doctorate or an appropriate terminal degree

b. Teaching Effectiveness

Demonstrate effective teaching through the University Student Opinion Survey that is commensurate with the University SOS average for comparable courses AND other methods, such as, but not limited to, documentation of student learning, systematic student evaluations of instruction (quantitative and qualitative), peer evaluations of course materials (syllabi, examinations, and other teaching materials), alumni opinions, student evaluations of advising, evidence of student achievements, evidence of encouragement and support of student research, evidence of service on Graduate scholarly committees, evidence of curricular innovation, and evidence of technological teaching innovations.

Continued growth related to area of instruction should be demonstrated. This may include appropriate professional certifications related to areas of instruction, course work to refresh or advance knowledge, attendance at professional conferences, seminars and/or workshops.

c. Scholarly and/or Creative Achievements

Demonstrate continued annual scholarly and/or creative progress/achievement through any of the following:

- publication in a peer recognized and refereed professional journal,
- text publication,
- significant national, regional or state presentations,
- professional grants and contracts submitted/received, and
- significant professional project leading to a grant, publication or presentation.

d. University Service

Demonstrate continued university involvement in Department, College, and University committees and service.

e. Professional Service/Engagement

Demonstrate continued professional service through any of the following:

- consultations, service presentations, and/or workshops,
- offices held and/or committee service,
- review of journals or conference presentations; and
- review of grants

4. Tenure

Tenure decisions are based on (1) the demonstrated competence of the faculty member, (2) the future promise/potential of the applicant to the Department and university as a whole, and (3) the needs of Department and university.

a. Competence

Must meet stated departmental standards in five (5) categories of competence providing supportive evidence throughout.

b. Promise

A faculty member's promise shall be based upon an assessment of member's performance to date, the individual's potential for continued growth and development, and judgment as to whether the individual is likely to contribute to the established goals and objectives of the Department.

c. Needs of Department and University (fit)

5. For Tenure at the Rank of Assistant Professor

a. Possess a doctorate or an appropriate terminal degree

b. Teaching Effectiveness

Demonstrate effective teaching through the University Student Opinion Survey that is commensurate with the University SOS average for comparable courses

AND the RPL Department Peer Evaluation Process AND other methods, such as, but not limited to, documentation of student learning, systematic student evaluations of instruction (quantitative and qualitative), FACIT evaluation, alumni opinions, student evaluations of advising, evidence of student achievements, evidence of encouragement and support of student research, evidence of curricular innovation, and evidence of technological teaching innovations.

Continued growth related to area of instruction should be demonstrated. This may include appropriate professional certifications related to areas of instruction, course work to refresh or advance knowledge, attendance at professional conferences, seminars and/or workshops.

c. Scholarly and/or Creative Achievements

Demonstrate scholarly and/or creative achievements by completing the requirements in the following categories. The scholarly and creative achievements include a diverse array of activities that support scholarly and/or creative endeavors.

Category A: A total of at least four (4) items are required from Category A

At least two (2) publications in refereed/peer reviewed professional journals or refereed/peer reviewed book chapters or department approved creative achievements* are required; only one (1) creative achievement can be counted toward tenure.

In addition, other Category A achievements can include:

International, national, or regional presentation(s) for a profession-related organization (invited and/or reviewed).

*Creative Achievement credit requires approval from the regular faculty prior to the beginning of the project based on the guidelines listed below, but also as a complete portfolio upon completion of the project. It is the responsibility of the faculty member(s) to demonstrate that the achievement is substantial, is of appropriate quality and significant to the applicable recreation field.

- a. a statement describing the creative achievement and the involvement of faculty member(s)
- b. the overall goals of the project include outcomes and budget
- c. having the creative activity reviewed by an external panel of qualified practitioners and peers directly related to that specific field including a final written evaluation of the activity
- d. having the creative activity publically exhibited or distributed to the profession.

e. significant involvement from students or stakeholders in the specific departmental concentration of the faculty member(s)

Category B: Complete at least one (1) of the following:

Profession-related state presentation (refereed, invited, or reviewed)

*External grant (received)

*Significant internal grant (received) (e.g., Early Career Investigator or New Research Initiative Grants)

Professional publication (non-refereed)

Editor of a book or journal

OR any additional item from Category A

*These include any grant or contract administered by ORSP or CMU’s Office of Corporate & Foundation Relations.

d. University Service

Demonstrate university service through involvement on university, college, and department committees and other service related activities. **At least 30 total credits must be completed from the following categories for tenure at the Assistant Professor level.**

Category A: Must have completed a minimum of one (1), three (3) year university committee. Must have at least 15 of 30 credits from Category A.

University Committee Membership* 3 credits/committee/year

College Committee Membership* 3 credits/committee/year

*Service on College/University Search Committees; Grade Grievance; Speaker Series; Sabbatical Committee; Conferences & Seminars will only count as a one-time 3 credit qualifier.

University or College Committee Chair 4 credits/office/year

Academic Senate 3 credits/year

Department Committee Membership 1 credit/committee/year

Department Committee Chair 2 credits/committee/year

Category B – Must have at least 6 of 30 credits from Category B.

Chair of Thesis/Dissertation Committee 3 credits/committee

Chair of Plan B Option Committee 2 credits/committee

Member of Thesis/Dissertation Committee 2 credits/committee

Member of Plan B Option Committee 1 credit/committee

Advisor to a Student Organization 1 credit/year

Undergraduate/Graduate Guest Lecture
 Responsible for entire class 1 credit each

Awards or Recognition Specific to Service	
Related to Faculty Assignment	1 credit each
Participation in Broader Educational	
Outreach Events for the University	1 credit each
Mentoring a New Faculty Member	1 credit/year
Faculty Association Officer	1 credit/year
Engaging in Short-term Activities and	
Events that promote the Department	1 credit each
College, or University (e.g., CMU	
& You Day, Major Night, Centralis,	
Graduation)	
Peer Reviewer in RPL Department	1 credit each
Internal Grant (e.g., FRCE, Service-related)	1 credit each

e. Professional Service/Engagement

Demonstrate professional service through engagement with professional organizations. **At least five (5) credits of professional service are needed for tenure at the Assistant Professor level.**

Providing Industry-Related Workshops	2 credits/each
Providing Industry-Related Consultations	2 credits/each
Short-term Community Board Service in	
Area Appropriate to Faculty	
Assignment	1 credit/activity/year
Officer in National or State Professional	
Organization	3 credits/office/year
Member on a National/State Professional	
Board	1 credit/year
Reviewer - Professional Journal	1 credit/each
Reviewer - Conference Sessions	1 credit/conference
Short-term Projects for Professional	
Organization	1 credit/each
Grant Reviewer	1 credit/each

6. For Tenure OR Promotion at the Rank of Associate Professor

a. Possess a doctorate or appropriate terminal degree.

b. Teaching Effectiveness

Demonstrate effective teaching through the University Student Opinion Survey that is commensurate with the University SOS average for comparable courses AND other methods, such as, but not limited to, documentation of student learning, systematic student evaluations of instruction (quantitative and qualitative), RPL Department peer evaluations (syllabi, examinations, and other teaching materials), FACIT evaluations, alumni opinions, student evaluations of advising, evidence of student achievements, evidence of encouragement and support of student research, evidence of curricular innovation, and evidence of technological teaching innovations.

Continued growth related to area of instruction should be demonstrated. This may include appropriate professional certifications related to areas of instruction, course work to refresh or advance knowledge, attendance at professional conferences, seminars and/or workshops.

c. Scholarly and/or Creative Achievements

Demonstrate scholarly and/or creative achievements by completing the requirements in the following categories. The scholarly and creative achievements include a diverse array of activities that support scholarly and/or creative endeavors.

Category A: A total of at least four (4) items are required from Category A
At least two (2) publications in refereed/peer reviewed professional journals or refereed/peer reviewed book chapter(s) or department approved creative achievements* are required; only one (1) creative achievement can be counted toward tenure or promotion to Associate Professor.

In addition, other Category A achievements can include:

International, national, or regional presentations for profession-related organizations (invited and/or peer reviewed)

*Creative Achievement credit requires approval from the regular faculty prior to the beginning of the project based on the guidelines listed below, but also as a complete portfolio upon completion of the project. It is the responsibility of the faculty member(s) to demonstrate that the achievement is substantial, is of appropriate quality and significant to the applicable recreation field.

a. a statement describing the creative achievement and the involvement of faculty member(s)

b. the overall goals of the project including outcome and budget

- c. having the creative activity reviewed by an external panel of qualified practitioners and peers directly related to that specific field including a final written evaluation of the activity
- d. having the creative activity publically exhibited or distributed to the profession
- e. significant involvement from students or stakeholders in the specific departmental concentration of the faculty member(s)

Category B: Complete at least one (1) of the following:

Profession-related state presentation(s) (refereed, invited, or reviewed)

*External Grant(s) (received)

*Significant Internal Grant(s) (received) (e.g., Early Career Investigator or New Research Initiative Grants)

Professional publication(s) (non-refereed)

Editor of a book or journal

OR any additional from Category A

*These include any grant or contract administered by ORSP or CMU’s Office of Corporate & Foundation Relations.

d. University Service

Demonstrate university service through involvement on university, college, and department committees and other service related activities. **At least 30 total credits must be completed from the following categories for tenure or promotion at Associate Professor.**

Category A: Must have completed a minimum of one (1), three (3) year university committee. Must have at least 15 of 30 credits from Category A.

University Committee Membership* 3 credits/committee/year

College Committee Membership* 3 credits/committee/year

*Service on College/University Search Committees; Grade Grievance; Speaker Series; Sabbatical Committee; Conferences & Seminars will only count as a one-time 3 credit qualifier.

University or College Committee Chair 4 credits/office/year

Academic Senate 3 credits/year

Department Committee Membership 1 credit/committee/year

Department Committee Chair 2 credits/committee/year

Category B – Must have at least 6 of 30 credits from Category B.

Chair of Thesis/Dissertation Committee 3 credits/committee

Chair of Plan B Option Committee 2 credits/committee

Member of Thesis/Dissertation Committee	2 credits/committee
Member of Plan B Option Committee	1 credit/committee
Advisor to a Student Organization	1 credit/year
Undergraduate/Graduate Guest Lecture	
Responsible for entire class	1 credit each
Awards or Recognition Specific to Service	
Related to Faculty Assignment	1 credit each
Participation in Broader Educational	
Outreach Events for the University	1 credit each
Mentoring a New Faculty Member	1 credit/year
Faculty Association Officer	1 credit/year
Engaging in Short-term Activities and	
Events that promote the Department	1 credit each
College, or University (e.g., CMU	
& You Day, Major Night, Centralis,	
Graduation)	
Peer Reviewer in RPL Department	1 credit each
Internal Grant (e.g., FRCE, Service related)	1 credit each

e. Professional Service/Engagement

Demonstrate professional service through engagement with professional organizations. **At least five (5) credits of professional service are needed for tenure or promotion at the Associate Professor level.**

Providing Industry-Related Workshops	2 credits/each
Providing Industry-Related Consultations	2 credits/each
Short-term Community Board Service in	
Area Appropriate to Faculty	
Assignment	1 credit/activity/year
Officer in National or State Professional	
Organization	3 credits/office/year
Member on a National/State Professional	
Board	1 credit/year
Reviewer - Professional Journal	1 credit/each
Reviewer - Conference Sessions	1 credit/conference
Short-term Projects for Professional	
Organization	1 credit/each
Grant Reviewer	1 credit/each

7. For Tenure OR Promotion at the Rank of Full Professor OR Professor Salary Adjustment

a. Possess a doctorate or appropriate terminal degree.

b. Teaching Effectiveness

Demonstrate effective teaching through the University Student Opinion Survey that is commensurate with the University SOS average for comparable courses AND other methods, such as, but not limited to, documentation of student learning, systematic student evaluations of instruction (quantitative and qualitative), RPL Department peer evaluation (syllabi, examinations, and other teaching materials), FACIT evaluation, alumni opinions, student evaluations of advising, evidence of student achievements, evidence of encouragement and support of student research, evidence of curricular innovation, and evidence of technological teaching innovations.

Continued growth related to area of instruction should be demonstrated. This may include appropriate professional certifications related to areas of instruction, course work to refresh or advance knowledge, attendance at professional conferences, seminars and/or workshops.

c. Scholarly and/or Creative Achievements

Demonstrate scholarly and/or creative achievements by completing the requirements in the following categories. The scholarly and creative achievements include a diverse array of activities that support scholarly and/or creative endeavors.

Category A: A total of at least five (5) items are required from Category A

At least three (3) publications in refereed/peer reviewed professional journals or refereed/peer reviewed book chapter(s) or department approved creative achievements* are required; only two (2) creative achievements can be counted toward tenure or promotion to Full Professor or Professor Salary Adjustment.

In addition, other Category A achievements can include:

International, national, or regional presentations for profession-related organizations (invited and/or peer reviewed).

*Creative Achievement credit requires approval from the regular faculty prior to the beginning of the project based on the guidelines listed below, but also as a complete portfolio upon completion of

- the project. It is the responsibility of the faculty member(s) to demonstrate that the achievement is substantial, is of appropriate quality and significant to the applicable recreation field.
- a. a statement describing the creative achievement and the involvement of faculty member(s)
 - b. the overall goals of the project including outcomes and budget
 - c. having the creative activity reviewed by an external panel of qualified practitioners and peers directly related to that specific field including a final written evaluation of the activity
 - d. having the creative activity publically exhibited or distributed to the profession
 - e. significant involvement from students or stakeholders in the specific departmental concentration of the faculty member(s)

Category B: Complete at least two (2) of the following:

Profession-related state presentation(s) (refereed, invited, or reviewed)

*External Grant(s) (received)

*Significant Internal Grant(s) (received) (e.g., Early Career Investigator or New Research Initiative Grants)

Professional publication(s) (non-refereed)

Editor of a book or journal

OR any additional from Category A

*These include any grant or contract administered by ORSP or CMU’s Office of Corporate & Foundation Relations.

d. University Service

Demonstrate university service through involvement on university, college, and department committees and other service related activities. **At least 40 total credits must be completed from the following categories for tenure or promotion at the Full Professor level or for Professor Salary Adjustment.**

Category A: Must have completed a minimum of two (2), three (3) year university committee. Must have at least 20 of 40 credits from Category A.

University Committee Membership* 3 credits/committee/year

College Committee Membership* 3 credits/committee/year

*Service on College/University Search Committees; Grade Grievance; Speaker Series; Sabbatical Committee; Conferences & Seminars will only count as a one-time 3 credit qualifier.

University or College Committee Chair 4 credits/office/year

Academic Senate 3 credits/year

Department Committee Membership	1 credit/committee/year
Department Committee Chair	2 credits/committee/year

Category B – Must have at least 10 of 40 credits from Category B.

Chair of Thesis/Dissertation Committee	3 credits/committee
Chair of Plan B Option Committee	2 credits/committee
Member of Thesis/Dissertation Committee	2 credits/committee
Member of Plan B Option Committee	1 credit/committee
Advisor to a Student Organization	1 credit/year
Undergraduate/Graduate Guest Lecture	
Responsible for entire class	1 credit each
Awards or Recognition Specific to Service	
Related to Faculty Assignment	1 credit each
Participation in Broader Educational	
Outreach Events for the University	1 credit each
Mentoring a New Faculty Member	1 credit/year
Faculty Association Officer	1 credit/year
Engaging in Short-term Activities and	
Events that promote the Department	1 credit each
College, or University (e.g., CMU	
& You Day, Major Night, Centralis,	
Graduation)	
Peer Reviewer for RPL Department	1 credit each
Internal Grant (e.g., FRCE, Service related)	1 credit each

e. Professional Service/Engagement

Demonstrate professional service through engagement with professional organizations. **At least seven (7) credits of professional service are needed for tenure or promotion at the Full Professor level or for Professor Salary Adjustment.**

Providing Industry-Related Workshops	2 credits/each
Providing Industry-Related Consultations	2 credits/each
Short-term Community Board Service in	
Area Appropriate to Faculty	
Assignment	1 credit/activity/year
Officer in National or State Professional	
Organization	3 credits/office/year
Member on a National/State Professional	
Board	1 credit/year
Reviewer - Professional Journal	1 credit/each

Reviewer - Conference Sessions	1 credit/conference
Short-term Projects for Professional Organization	1 credit/each
Grant Reviewer	1 credit/each

8. Early Promotion

- a. In extraordinary circumstances and upon mutual consent of the Department, Dean, and Provost, faculty may be considered for early promotion in accordance with the CMU/CMUFA Agreement.
- b. Faculty member must be in current rank at CMU for at least two years.
- c. Faculty member must achieve at least the following criteria to be considered exemplary for early promotion:

Early Promotion to Associate Professor

- **Teaching Effectiveness**

Demonstrate effective teaching through the University Student Opinion Survey that is commensurate with the University SOS average for comparable courses AND internal RPL Department peer evaluations (syllabi, examinations, and other teaching materials) or external peer review AND other methods, such as, but not limited to, documentation of student learning, systematic student evaluations of instruction (quantitative and qualitative), FACIT evaluation, alumni opinions, student evaluations of advising, evidence of student achievements, evidence of encouragement and support of student research, evidence of curricular innovation, and evidence of technological teaching innovations.

Continued growth related to area of instruction should be demonstrated. This may include appropriate professional certifications related to areas of instruction, course work to refresh or advance knowledge, attendance at professional conferences, seminars and/or workshops.

- **Scholarly and/or creative achievements**

Demonstrate scholarly and/or creative achievements by completing the requirements in the following categories:

Category A: A total of six (6) items is required from Category A

At least four (4) publications in refereed/peer reviewed professional journals or refereed/peer reviewed book chapter(s) are required;

In addition, other Category A achievements can include:

International or national presentations for profession-related organizations (invited and peer reviewed).

Category B: Complete at least two (2) of the following:

Profession-related regional or state presentation(s) (refereed, invited, or reviewed)

*External Grant(s) (received)

*Significant Internal Grant(s) (received) (e.g., Early Career Investigator or New Research Initiative Grants)

Professional publication(s) (non-refereed)

Editor of a book or journal

OR any additional from Category A

*These include any grant or contract administered by ORSP or CMU's Office of Corporate & Foundation Relations

- **University Service**

Demonstrate university service through involvement on university, college, and department committees and other service related activities. **At least 40 total credits must be completed for early promotion to the Associate Professor level.**

Category A: Must have completed a minimum of two (2), three (3) year university committees. Must have at least 20 of 40 credits from Category A.

University Committee Membership* 3 credits/committee/year

College Committee Membership* 3 credits/committee/year

*Service on College/University Search Committees; Grade Grievance; Speaker Series; Sabbatical Committee; Conferences & Seminars will only count as a one-time 3 credit qualifier.

University or College Committee Chair 4 credits/office/year

Academic Senate 3 credits/year

Department Committee Membership 1 credit/committee/year

Department Committee Chair 2 credits/committee/year

Category B – Must have at least 10 of 40 credits from Category B.

Chair of Thesis/Dissertation Committee 3 credits/committee

Chair of Plan B Option Committee 2 credits/committee

Member of Thesis/Dissertation Committee 2 credits/committee

Member of Plan B Option Committee	1 credit/committee
Advisor to a Student Organization	1 credit/year
Undergraduate/Graduate Guest Lecture	
Responsible for entire class	1 credit each
Awards or Recognition Specific to Service	
Related to Faculty Assignment	1 credit each
Participation in Broader Educational	
Outreach Events for the University	1 credit each
Mentoring a New Faculty Member	1 credit/year
Faculty Association Officer	1 credit/year
Engaging in Short-term Activities and	
Events that promote the Department	1 credit each
College, or University (e.g., CMU	
& You Day, Major Night, Centralis,	
Peer Reviewer for RPL Department	1 credit each
Internal Grant (e.g., FRCE, Service related)	1 credit each

- **Professional Service/Engagement**

Demonstrate professional service through engagement with professional organizations. **At least eight (8) credits of professional service are needed for early promotion at the Associate Professor level.**

Providing Industry-Related Workshops	2 credits/each
Providing Industry-Related Consultations	2 credits/each
Short-term Community Board Service in	
Area Appropriate to Faculty	
Assignment	1 credit/activity/year
Officer in National or State Professional	
Organization	3 credits/office/year
Member on a National/State Professional	
Board	1 credit/year
Reviewer - Professional Journal	1 credit/each
Reviewer - Conference Sessions	1 credit/conference
Short-term Projects for Professional	
Organization	1 credit/each
Grant Reviewer	1 credit/each

Early Promotion to Full Professor

- **Teaching Effectiveness**

Demonstrate effective teaching through the University Student Opinion Survey that is commensurate with the University SOS average for comparable courses AND RPL Department peer evaluations (syllabi, examinations, and other teaching materials), or external peer review AND other methods, such as, but not limited to, documentation of student learning, systematic student evaluations of instruction (quantitative and qualitative), FACIT evaluation, alumni opinions, student evaluations of advising, evidence of student achievements, evidence of encouragement and support of student research, evidence of curricular innovation, and evidence of technological teaching innovations.

Continued growth related to area of instruction should be demonstrated. This may include appropriate professional certifications related to areas of instruction, course work to refresh or advance knowledge, attendance at professional conferences, seminars and/or workshops.

- **Scholarly and/or creative achievements**

Demonstrate scholarly and/or creative achievements by completing the requirements in the following categories:

Category A: A total of seven (7) items are required from Category A

At least five (5) publications in refereed/peer reviewed professional journals or refereed/peer reviewed book chapter(s) are required;

In addition, other Category A achievements can include:

International or national presentations for profession-related organizations (invited and peer reviewed).

Category B: Complete at least three (3) of the following:

Profession-related regional or state presentation(s) (refereed, invited, or reviewed)

*External Grant(s) (received)

*Significant Internal Grant(s) (received) (e.g., Early Career Investigator or New Research Initiative Grants)

Professional publication(s) (non-refereed)

Editor of a book or journal

OR any additional from Category A

*These include any grant or contract administered by ORSP or CMU's Office of Corporate & Foundation Relations.

- University Service**
 Demonstrate university service through involvement on university, college, and department committees and other service related activities. **At least 45 total credits must be completed for early promotion at the Full Professor level.**

Category A: Must have completed a minimum of two (2), three (3) year university committees. Must have at least 20 of 45 credits from Category A.

University Committee Membership*	3 credits/committee/year
College Committee Membership*	3 credits/committee/year
*service on College/University Search Committees; Grade Grievance; Speaker Series; Sabbatical Committee; Conferences & Seminars will only count as a one-time 3 credit qualifier.	
University or College Committee Chair	4 credits/office/year
Academic Senate	3 credits/year
Department Committee Membership	1 credit/committee/year
Department Committee Chair	2 credits/committee/year

Category B – Must have at least 10 of 45 credits from Category B.

Chair of Thesis/Dissertation Committee	3 credits/committee
Chair of Plan B Option Committee	2 credits/committee
Member of Thesis/Dissertation Committee	2 credits/committee
Member of Plan B Option Committee	1 credit/committee
Advisor to a Student Organization	1 credit/year
Undergraduate/Graduate Guest Lecture	
Responsible for entire class	1 credit each
Awards or Recognition Specific to Service	
Related to Faculty Assignment	1 credit each
Participation in Broader Educational	
Outreach Events for the University	1 credit each
Mentoring a New Faculty Member	1 credit/year
Faculty Association Officer	1 credit/year
Engaging in Short-term Activities and	
Events that promote the Department	1 credit each
College, or University (e.g., CMU	
& You Day, Major Night, Centralis,	
Graduation)	
Peer Reviewer for RPL Department	1 credit each
Internal Grant (e.g., FRCE, Service related)	1 credit each

- **Professional Service/Engagement**
Demonstrate professional service through engagement with professional organizations. **At least nine (9) credits of professional service are needed for early promotion at the Full Professor level.**

Providing Industry-Related Workshops	2 credits/each
Providing Industry-Related Consultations	2 credits/each
Short-term Community Board Service in Area Appropriate to Faculty Assignment	1 credit/activity/year
Officer in National or State Professional Organization	3 credits/office/year
Member on a National/State Professional Board	1 credit/year
Reviewer - Professional Journal	1 credit/each
Reviewer - Conference Sessions	1 credit/conference
Short-term Projects for Professional Organization	1 credit/each
Grant Reviewer	1 credit/each

IV. Procedures for Determining Departmental Recommendations for Reappointment, Tenure, Promotion, and Professor Salary Adjustment

A. Administration of Personnel Matters

The Executive Committee shall be the committee administering all matters concerning reappointment, tenure, promotion, Professor Salary Adjustment, sabbatical and other leave requests.

B. Collection of Supporting Material by the Committee, Submission of Supporting Material by the Candidate, Along With Method of Presentation and Documentation

The individual wishing to be considered for reappointment, tenure, promotion, or Professor Salary Adjustment is responsible for gathering all of the evidence in support of her/his application and submitting it to the committee. The application materials should follow the outline for criteria and must be well documented, in terms of quantity and quality of achievements, in addition to a narrative statement by the candidate explaining the extent to which each of the criterion and standards have been met. The candidate shall present application materials to the Executive Committee.

C. Process of Evaluating Applications, Voting Procedures, Procedures for Forwarding Recommendations to Dean

1. All application materials for reappointment, tenure, and promotion are due to the Department Executive Committee and are considered complete by the date set in the CMU/CMUFA Agreement.
2. Upon receipt, the Executive Committee will make the application materials available to all regular faculty members for their review. Only those faculty members who review the materials will be eligible to vote.
3. During review, the Executive Committee has the right to request a meeting with the applicant(s) for clarification purposes of the materials.
4. Following the review process the regular faculty members will vote. A positive or negative recommendation shall be the result of a majority vote of the regular faculty members. In the case of tenure, only regular faculty who are tenured are eligible to vote. In the event of a tie the recommendation is sent forward as such.
5. The Executive Committee is responsible for writing the recommendation narrative based upon the regular faculty review and vote.
6. The Executive Committee will meet with the applicant within one week of the recommendation being made to advise her/him of the recommendation and prior to forwarding the recommendation to the Dean.
7. Following the department decision, the candidate has the opportunity to clarify or improve descriptions of submitted materials as directed by the department. However, no new or additional materials outside of those already submitted will be accepted or reviewed by the Department following the application deadline.
8. Following this, the Department Chair will forward the recommendation to the Dean with her/his recommendation.

D. Appeals to Negative Personnel Decisions

Grievance opportunity shall be available to the affected faculty member in accordance with provisions in the CMU/CMUFA Agreement.

E. Subsequent Appointment of Fixed-term Faculty (3/4 and Full Time)

1. There will be an annual review and evaluation with all Lecturer I and Lecturer II fixed-term faculty according to the guidelines set forth in the current UTF

Agreement. All fixed-term faculty not covered by the UTF Agreement will be annually evaluated and reviewed by the end of the spring semester to allow appropriate time for the process to be completed and to determine subsequent re-appointment. The evaluation will consider the following areas where appropriate: teaching, supervision, advising, and others dependent upon assignment. All reviews are to be completed by the Department Chair or her/his designee, in writing, and shared with the fixed-term faculty member in a timely manner.

2. Appointment is based on:
 - Fixed-term Faculty Evaluation, and
 - Needs of the department.

V. Policies Regarding Retrenchment

Faculty retrenchment procedures for the Department will follow the procedures established in the CMU/CMUFA Agreement.

- A. The Executive Committee in consultation with the Department Chairperson shall be the initial body to deal with the issue of retrenchment. The Committee shall investigate all possibilities and make recommendations to the faculty.
- B. The faculty shall participate in discussion of the Executive Committee's recommendation.
- C. The final recommendation to be submitted to the Dean shall be made by a majority vote of the regular faculty members.
- D. In the event the Department must reduce its FTE allotment, the following criteria shall be used:
 1. The order of release shall be:
 - a. graduate assistants
 - b. off-campus fixed-term or adjunct faculty based upon:
 - (1) program needs,
 - (2) evaluations.
 - c. contract fixed-term faculty based upon:
 - (1) program needs,
 - (2) evaluations,
 - (3) seniority and/or rank.

- d. ¾ time or less fixed-term faculty based upon:
 - (1) program needs,
 - (2) evaluations,
 - (3) seniority and/or rank.

- e. full-time fixed-term faculty based upon:
 - (1) program needs,
 - (2) evaluations,
 - (3) seniority and/or rank.

VI. Departmental Policies

A. Procedures for Recommending the Selection of New Faculty

1. The Executive Committee, along with the Department Chairperson, shall be responsible for identifying new faculty positions that are needed within the Department and develop a position description and position announcement for these positions.
2. Upon approval of the Dean and Provost, the Executive Committee shall then follow through on the necessary affirmative action and search procedures to insure the type of search required by the university.
 - a. The Executive Committee shall then act as a screening committee for applicants and shall recommend to the Department Chairperson and faculty three acceptable applicants for the position if at least three acceptable applicants apply.
 - b. All recommended applicants' files will be made available to the Department faculty. The Executive Committee will, in conjunction with the faculty, interview the candidates. Discussion of the final candidates will occur, followed by a vote of the regular faculty members.
 - c. If the Department Chairperson wishes to select any other than the first recommendation, s/he must meet with the Executive Committee to discuss the differences. The Chairperson will then forward the recommendation of the Department to the Dean. The Chairperson may also forward to the Dean her/his own separate recommendation.

B. Procedures for Class Assignment, Advisement Responsibilities and Committee/Service Responsibilities

The Department Chairperson shall be responsible for assigning classes and developing schedules, advisement, and other workload responsibilities within the Department consistent with the CMU/CMUFA Agreement. It is expected that the Department Chairperson will consult with individual faculty members concerning specific problems they may have in their teaching assignments, advising responsibilities or prospective schedules. However, final decisions are made by the Chair.

C. Sabbatical, Release Time, and Other Leave Recommendations

A faculty member requesting a sabbatical or other scheduled leave shall submit the “Application for Sabbatical Leave/Leave of Absence” to the Executive Committee at least one month prior to the deadline for submitting applications for such leaves. For a sabbatical leave, a substantive discussion of the proposed project and how it would benefit the Department must be included with the request. Other leave requests must indicate the length of time and reason for which the leave is being requested. The recommendation of the Executive Committee shall be forwarded to the Department Chairperson for her/his recommendation. The request shall be presented to the Department at its next regular meeting for their recommendation by a majority vote of the regular faculty members.

Faculty seeking release time (must be approved by the Dean) should submit a proposal to the Executive Committee by the start of spring semester classes for the following academic year. Evaluation of proposals will include not only the quality of the proposal, but also completion of prior release time projects and the effect on the Department.

D. Allocation Procedures for Funds Over Which Department Has Discretion

1. In the absence of department policies, the Department Chairperson shall be responsible for allocation of funds for the Department.
2. Requests above \$1,000 are considered and approved at Executive Committee meetings, with the Chairperson having equal input and voting privileges.

E. Procedures for Allocating Assigned Space

Office space assigned to the Department shall be assigned to the faculty members by the Department Chairperson.

F. Teaching for Global Campus / Distance Learning

An attempt shall be made to distribute off-campus teaching opportunities equally among all regular faculty members of the Department. However, should a faculty member promote one of the courses for which s/he is primary instructor and is responsible on campus, it is expected that s/he will be assigned to teach that particular course at the particular location. Should Global Campus be responsible for promoting the course or should the request come in through normal channels, the criteria for determining the person to teach the course will follow the CMU/CMUFA Agreement.

The regular faculty member primarily responsible for teaching the course on campus shall normally receive the assignment. The primary instructor list will be drawn from those scheduled to teach the course during the current academic year or those who taught the course the preceding year.

G. Summer Teaching

1. All faculty may offer classes during the summer sessions. All classes will be on a “make” basis determined by the Dean.
2. Any faculty who want to propose a summer class must notify the Executive Committee, in writing, of the intent to offer a summer class prior to November 1. The Executive Committee will review all proposals based on programmatic need, resources, faculty status, and expertise per the CMU/CMUFA Agreement.
3. In turn, the Executive Committee will forward recommendations to the Department Chairperson by November 15th. The Department Chairperson will make all final decisions on summer class recommendations.
4. Final approval of the “make” status of classes will be determined by the Dean.
5. A faculty member may choose to both teach and supervise interns during the summer as long as the assignments do not conflict with provisions in the CMU/CMUFA Agreement and do not exceed the Department’s FTE allocation.

H. Assignment of Summer Intern Supervision

1. Faculty wishing to supervise interns during the summer must make their intentions known to the Executive Committee by the University’s spring break. The Department Chair with the Director of the Center for Leisure Services will determine the number of faculty needed for supervision.

2. Based upon demand, regular faculty will be offered three (3) hours of internship coverage determined by their seniority within the Department. In this case, seniority is defined as years of full-time service in the Department. In the event of a tie in years of service, selection will be determined by faculty rank. If additional coverage is needed, then full-time fixed-term faculty members will be offered the opportunity first by seniority until the need is fulfilled with a maximum of six (6) hours of total summer work allowed (e.g., classes and internship supervision) per faculty member.
3. Faculty will be notified of summer internship supervision assignments by May 1.
4. A faculty member may choose to both teach and supervise interns during the summer as long as the assignments do not conflict with provisions in the CMU/CMUFA Agreement and do not exceed the Department's FTE allocation.

I. Procedures for Recommending Initial and Continuing Membership in Graduate Faculty

Criteria for Graduate Faculty membership will be as directed by the College of Graduate Studies.