

**DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS**  
**Procedures, Criteria, Standards, and Bylaws**

**Approved October 22, 2012**  
**(Official document prepared in Faculty Personnel Services)**

**FORWARD**

The CDA Faculty and Staff Guide was first written in 1972 and extensively revised in June, 1977. The Guide was again revised in January, 1978, in accordance with the 1977-80 bargaining *Agreement* between CMU and the CMU Faculty Association. When the Department was reorganized in 1982, the Guide was revised to reflect the changes in structure. In 1986 and 1993, the Guide was again revised to include substantial changes in the Personnel Policies and Procedures section. The most recent revisions occurred in November and December 2000, April 2001, April 2006, and October 2012.

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## **DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS**

### 1.0 DEPARTMENTAL ORGANIZATION

#### 1.1 Departmental Organizational Chart (See Appendix A)

#### 1.2 Department Chairperson – General Description of the Role and Responsibilities

##### 1.2.1 The Department Chairperson's general duties include:

- a. Representing Departmental interests and viewpoints and maintaining credibility of Departmental requests to higher administrative officials.
- b. Communicating the administration's views to the Department and, when necessary, arguing for exception to those views.
- c. Formulating Departmental policy through published and agreed upon policies involving committees and Departmental members as a whole.
- d. Taking positive steps for program development.
- e. Implementing and following up on the policies made by the constituent Areas and/or faculty/staff as a whole.
- f. Following procedural due process in personnel policies with respect to individual faculty and staff members.
- g. Encouraging teaching effectiveness.
- h. Encouraging research within the Department.
- i. Encouraging creative activities within the Department.
- j. Remaining cognizant of aspects of the *CMU/Faculty Agreement* as they relate to Chairpersons.

##### 1.2.2 Specific duties of the Chairperson include:

- a. Chairing meetings of the Department, the Administrative Council, and the Graduate Committee.
- b. Overseeing the recruitment of new faculty and staff.
- c. Overseeing all Departmental budgets (e.g., University Theatre, Forensics) and making budgetary decisions on the S&E and Speech Activities Account, adhering to the advice of the Administrative Council, Dean's Advisory Committee, and other appropriate bodies.
- d. Overseeing assessment activities.

- e. Overseeing program evaluation.

### 1.2.3 Selection of Department Chairperson:

- a. Only tenured members of the Department may serve as Chairperson.
  - 1. External candidates for Department Chairperson will be evaluated for tenure by the voting members of either COM or TID depending on the candidate's intended Area affiliation.
- b. For an external search, selection procedures for a Department Chairperson are the same as they are for the selection for regular faculty, except that the entire department is involved.
- c. For an internal search, selection procedures are as follows: The Chair of the Personnel Committee shall oversee the selection process and the meeting where a chair election is held.
- d. Thirty calendar days before the meeting where a chairperson selection will take place, tenured members who wish to serve as chairperson must submit their names to the Chair of the Personnel Committee.
- e. Fifteen calendar days before the meeting where a chairperson selection will take place, candidates must make available to the Department a statement of their suitability for serving as Department Chairperson.
- f. The Chair of the Personnel Committee will chair the election of the Department Chairperson. A written ballot shall be used, and the Personnel Committee counts the votes.
- g. When there are more than two candidates for the position of chairperson and no one gets a majority on the first ballot, the candidate receiving the lowest number of votes is dropped from consideration on the next ballot. (If four candidates, the fourth one in total vote count is dropped; if three, the third one in vote count is dropped.)
- h. The ballots from the election must be filed in the Chairperson's office and then may be seen upon request.
- i. Unless otherwise determined at the time of selection, the term of a chairperson is 3 years.

### 1.2.4 Evaluation of the Department Chairperson:

- a. An annual evaluation of the Department Chairperson will be conducted by the Personnel Committee no later than March 15 of each academic year.
- b. The evaluation questionnaire (see Appendix B) will be distributed to all regular faculty and full-time fixed-term faculty, Professional-Administrative (PA), full-time Office Professionals, and Supervisory-Technical (ST) members of the Department.

- c. The completed questionnaire should be returned anonymously to the Chair Personnel Committee. Questionnaire responses will provide Area identification.
- d. Upon receiving the completed questionnaires, the Personnel Committee will tabulate the responses. The results will be provided to the Department Chairperson. If requested by the Department Chairperson or the Personnel Committee, a meeting of the Department Chairperson and the Personnel Committee will be held to discuss the results. The results will be shared with the department and, per Article 12 of the *CMU/Faculty Agreement*, with the dean.
- e. The Department Chairperson may respond to the results through separate or combined meetings with the Dean and the Department if the individual so desires, or through separate or combined written responses to the Dean and the Department.

### 1.3 Area Coordinators – General Description of Role and Responsibilities

#### 1.3.1 The duties of the Area Coordinators include:

- a. Chairing the Area meetings.
- b. Serving as liaison for the Area faculty and staff to the Department Chairperson and Administrative Council.
- c. Representing Area interests and viewpoints and maintaining credibility of Area requests to the Administrative Council and higher administrative officials.
- d. Communicating the Administration's and Administrative Council's views to the Area.
- e. Formulating Area policies through published and agreed upon policies involving the Area as a whole.
- f. Taking positive steps for program development.
- g. Overseeing Assessment activities in the Area unless another Area member wishes to serve in this capacity.
- h. Implementing and following up on the policies made by the Area faculty and staff.
- i. Encouraging teaching effectiveness of the Area faculty and staff.
- j. Encouraging research and creative endeavors in the Area.
- k. Taking positive steps for curriculum development.
- l. Taking positive steps for the accurate and effective dissemination of information to the Area faculty and staff.
- m. Being responsible for procedures as specified in other sections of this document.
- n. Overseeing the setting up of class schedules.

- o. Working with the Chairperson on office and classroom allocation.
- p. Working with the Chairperson to develop and write reports as requested by the Dean and/or Provost.

### 1.3.2 Selection of the Area Coordinators

- a. Only tenured members of the Area may serve as Area Coordinator.
- b. Annual elections shall be undertaken in the month of February.
- c. The meeting is chaired by the Department Chairperson.
- d. There shall be nominations from the floor/or statements made by those who wish to be candidates/or statements made by those who do not wish to be candidates.
- e. A written ballot shall be used.
- f. When there are more than two candidates for the position of Coordinator and no one gets a majority on the first ballot, the candidate receiving the lowest number of votes is dropped from consideration on the next ballot. (If four candidates, the fourth one in total vote count is dropped; if three, the third one in vote count is dropped.)
- g. A Coordinator shall be elected when one person receives a majority of the votes cast.
- h. The Department Chairperson votes only in case of a tie.
- i. The Department Chairperson counts the votes and announces the outcome. The Area may request an additional teller.
- j. The ballots from the election must be filed in the Chairperson's office and then may be seen upon request.

### 1.3.3 Evaluation of the Area Coordinators

- a. An annual evaluation of the Area Coordinators will be conducted by the Department Chairperson before the February election of the Area Coordinators.
- b. The evaluation questionnaire (see Appendix F or Appendix G) will be distributed to all regular faculty and full-time fixed-term faculty and full time PAs of the Area.
- c. The Area Coordinator will be given the opportunity at an Area meeting to make a statement and answer questions prior to the Area receiving the Area Coordinator evaluation questionnaire.
- d. The completed questionnaire should be returned anonymously to the Department Chairperson.

- e. Upon receiving the completed questionnaires, the Department Chairperson and the Area Representative to the Personnel Committee will tabulate the questionnaire responses.
- f. After the results are tabulated, the Department Chairperson will meet with the Area to collect any more feedback that Area personnel wish to give.
- g. The results will be provided to the Area Coordinator. The Department Chairperson and the Area Coordinator will meet to discuss the results.
- h. The Area Coordinator may respond to the results at an Area meeting if the individual so desires, or may provide a written response to Area faculty and staff.
- i. An Area Coordinator who does not wish to be considered for re-election may choose to forgo this evaluation process.

#### 1.4 Administrative Council

- a. The Council is comprised of the Chairperson and the Area Coordinators.
- b. The Administrative Council shall:
  1. Serve as the executive advisory forum.
  2. Be the decision-making body on allocation of departmental resources.
  3. Serve as liaison between Areas and the Department Chairperson.
  4. Initiate the Program Review process.
  5. Be the Departmental body for policy coordination and implementation of departmental activities.
- c. The minutes of AC meetings will be distributed to the Department within five (5) working days.
- d. The discussions and actions of this body may be reviewed by the Department.

#### 1.5 Standing Departmental Committees

- a. The Curriculum Committee, the Personnel Committee, and the Graduate Committee are the three standing committees of the Department.
- b. Committee meetings are scheduled and announced by the appropriate Chairperson.
- c. The Department Chairperson's office should receive a copy of agendas, minutes, and reports, all of which should be distributed to the Department.

### 1.5.1 Curriculum Committee

- a. The purpose of the Curriculum Committee of the Department of Communication and Dramatic Arts is to provide for the development and review of Departmental curricula to assure a viable and relevant educational program at both the undergraduate and graduate levels.
- b. The Curriculum Committee shall be comprised of three regular full-time faculty: one elected representative from COM, one from TID and one member elected at-large from the Department. Terms for committee members normally shall be two years; TID and COM representative terms will be staggered. The chair of the committee will be selected each year by the committee members.
  1. It is the responsibility of the Area representatives to the Curriculum Committee to facilitate curricular activity in the Areas and to take the Area's approved curricular actions to the Curriculum Committee.
- c. Curricular actions start at the Area level and must be approved by the Area before being considered by the Curriculum Committee.
- d. The specific responsibilities of the Curriculum Committee include:
  1. Making sure that Department and Areas are aware of and understand all relevant curricular requirements and changes in the curricular process adopted by the University.
  2. Making sure that the Department's curriculum meets all relevant University curricular requirements.
  3. Making sure the Department information in the Bulletin is current and accurate.
  4. Encouraging the Department and Areas to take advantage of any and all curricular changes and actions that might be in the best interest of the Department and Areas.
  5. Assuring that all curricular submissions coming from the Department adhere to the appropriate University curricular requirements before approving their submission to the College of Communication and Fine Arts Curriculum Committee.

### 1.5.2 Personnel Committee

- a. The purpose of the Personnel Committee is to advise the Department Chairperson in matters of reappointment, tenure, and promotion. As the deliberations and actions of the Personnel Committee are advisory only, neither the records nor the votes of the committee will be included in a candidate's personnel application or materials.
- b. The Personnel Committee shall be comprised of four Departmental voting members (two from each area) who are tenured regular full-time faculty with at least 2 years of service at CMU, excluding the Department Chairperson.



- c. Each Area shall elect one representative to the Personnel Committee at the beginning of the Fall Semester. The Area Representative's term will be for one year.
- d. Two at-large members (one from each Area) will serve on the committee. The terms of the at-large members will be for two years, and these will be staggered. At the beginning of the Fall Semester, the Department will elect the at-large member from either COM or TID as the staggered rotation dictates.
- e. Each Fall, the members of the Personnel Committee will choose a Chair of the Personnel Committee for that year. If the members are unable to settle on a chair, then the Department will decide who will serve as chair for the year.
- f. The actions and decisions of the Department Personnel Committee are advisory to the Department Chair. The Personnel Committee will review the written Area evaluation of the candidate who is under consideration for a personnel decision and the evidence presented by the candidate in his/her file. The Committee will vote as to their support or nonsupport for the candidate; as well, the Committee will write a summary of the positive and negative aspects of the case. The Chair of the Committee will forward the vote and the written summary of the case to the Department Chair.
- g. When a member of the Personnel Committee, her/his current or former spouse, domestic partner, and/or family member, is the subject of a personnel decision, he/she will not participate in the proceedings of the committee. The Chair of the Personnel Committee will seek a replacement who will be elected by the appropriate Area. When the Chair of the Personnel Committee must be replaced for a decision, the temporarily constituted Personnel Committee will choose a new Chair for that deliberation.
- h. The report of the Personnel Committee deliberations must be made available to the Department Chairperson within five (5) working days of the conclusion of those deliberations.

#### 1.5.3 Graduate Committee

- a. The membership shall consist of the Department Chairperson, who will chair the committee, the Director of Graduate Studies, and the Director of COM 101.
- b. The Graduate Committee shall make decisions on granting assistantships and recommendations on granting fellowships in the Department

#### 1.5.4 Role of Director of Graduate Studies

- a. The Director of Graduate Studies is responsible for coordinating the Area's evaluation of the COM Area's graduate students.
- b. The Director of Graduate Studies shall be authorized to assign temporary graduate advisor(s) for Area graduate students.

- c. The Director of Graduate Studies shall coordinate recruitment efforts and oversee development of recruitment materials for the graduate program (website information, brochures, videos, etc.).
  - d. The Director of Graduate Studies evaluates application materials and makes admission decisions for the Department's graduate program.
  - e. The Director of Graduate Studies provides new graduate students with materials relevant to the pursuit of a graduate degree in Communication.
  - f. The Director of Graduate Studies oversees graduate program outcomes assessment activities and writes the annual assessment report.
  - g. The Director of Graduate Studies serves as supervisor for graduate students funded by the Graduate School or Provost's Office (special assignments beyond regular FTE allotted by CCFA) or insures that the faculty member(s) most closely involved with the student's work acts as the student's supervisor.
- 1.6 Departmental Task Forces
- a. Department Task Forces will be established as necessary to complete business not covered by the standing committees.
- 1.6.1 Bylaws Revision
- a. When the Department undertakes a revision or review of its bylaws, the Administrative Council will complete the revisions as seems needed and appropriate and submit them to the Department.
  - b. The Department faculty will then approve, reject, or amend the proposed bylaws or any part thereof in a Department meeting.
- 1.7 Voting Privileges
- a. Regular full-time faculty, full-time fixed-term faculty, and regular full-time Professional-Administrative (PA) personnel will have equal voting privileges, except for the restrictions presented in 1.7.b.
  - b. In cases of personnel decisions for all aspects of reappointment, promotion, tenure, professor supplement, termination and sabbatical leave, the following will have voting privileges: regular full-time faculty. In cases of hiring the following will have voting privileges: regular full-time faculty, the Costume and Makeup Designer, the Coordinator of Theatre Costumes, and the Technical Director of Theatre.
  - c. For purposes of conducting business a quorum is necessary in Departmental, Area, and Committee meetings. A quorum shall consist of 50% + 1 of all eligible voting members of each body.
  - d. Persons on sabbatical or persons on leave but still employed by the university retain their voting privileges.

- e. If a meeting is held for a vote, persons must be present to be eligible to vote; absentee ballots will not be accepted.
- 1.8 Procedural Authority: Robert's Rules of Order shall be followed unless otherwise mandated by this document.
- 2.0 DEPARTMENT PROCEDURES AND SERVICES
- 2.1 Budget and Related Procedures
- 2.1.1 Accounts and Budget Procedures:
- a. The Department Chairperson is responsible for all Departmental operations and expenditures.
    - 1. The Department Chairperson must be knowledgeable about the allocation and expenditure processes and procedures of the university, college and department.
    - 2. The Departmental Chairperson serves as the authorizing signature on all regular departmental accounts, as well as accounts with the prefix of 2 or 4.
    - 3. The Department Chairperson will provide detailed explanations to the department at least twice each academic year and when requested by members of the department.
    - 4. Administrative Council will advise the Department Chairperson regarding expenditures and assist in developing spending strategies that benefit the Department.
- 2.2 Travel
- 2.2.1 Travel Authorization – Application for Funding
- a. All travel funding must be authorized by the Department Chairperson in advance of the trip.
  - b. Regular faculty, full-time fixed-term faculty, and full time PAs are eligible for travel funding.
  - c. The Department Chairperson is responsible for determining how the funds budgeted are to be allocated within the following general policy: funds allotted must be spent on trips designated to promote good teaching and/or scholarship and creative activity for the benefit of the Department, College, or University.
  - d. Faculty are expected to apply for professional travel support from other campus resources whenever appropriate and to document attempts to secure funding from those resources when applying for Department travel funds. In all cases, external funds will be applied to expenses first, and then Department travel funds may be used.

### 2.2.2 Expense Reports

- a. Travel expense vouchers must be submitted to the Department Office in a timely fashion.

## 3.0 FACULTY RESPONSIBILITIES

### 3.1 Contract Starting Dates

- a. Faculty are contractually required to be available for meetings, assignments, advising, and for other obligations prior to the first day of classes; for Fall semester, faculty need to be available the week prior to the first day of classes; for Spring semester, faculty must be available beginning the Thursday before classes begin.

### 3.2 Advising

- a. All regular faculty are expected to advise students as part of their regular academic responsibilities and are expected to be familiar with the University's curriculum and authorization forms, as well as any advising forms developed by Areas.
- b. Faculty should be able to describe and explain career and professional opportunities associated with the degree programs in CDA applicable to their Area.
- c. Any changes in the student's major/minor must be authorized by the advisor. In cases where the original advisor is not available to sign the change form, the office staff can identify another faculty member to serve as a replacement advisor.
- d. Graduate advisors should refer to the Departmental guide for graduate advising policies filed in the Main Office.
- e. The Graduate Coordinator is responsible for assigning temporary advisors; graduate students are responsible for selecting their own permanent advisors.

### 3.3 Course Coordination

- a. Faculty are required to consult the Master Course Syllabi for courses they teach in the department.
- b. Graduate students and fixed-term faculty teaching COM 101 are required to follow the COM 101 syllabus provided by the COM 101 Director.

### 3.4 Grading

- a. Faculty are required to adhere to current University grading policy as well as the University policy regarding public posting of student grades.
- b. Faculty grading policy should be clearly specified in the course syllabus. Faculty should provide the Departmental office with a copy of each course syllabus at the beginning of each semester.

- c. Faculty are required to complete and submit a Report on Incomplete Grade form to the Department Chair when granting a student in incomplete grade in a course.

### 3.4.1 Grade Records

- a. Where Grade Books are used, they are available to the teaching staff in the Department Office.
  1. At the end of each semester, either copies of Grade Books or the Grade Books themselves must be stored for possible later reference. All Grade Books must be turned in to the Main Office when employment at the University is terminated.
  2. Grades should be recorded in the Grade Book in such a way that the Department Chairperson or another individual can clearly understand how final grades were computed.
- b. Where Electronic (e.g., computer-based) Grading is used, faculty must download and submit their grades to the Departmental office for storage and possible later reference. The grades should be recorded and organized in such a way that the Department Chairperson or another individual can clearly understand how final grades were computed.
- c. Student work (major papers, exams, etc. not returned to the student or not picked up by the student when made available) should be retained for a period of at least one semester after completion of the class.

### 3.5 Book Ordering

#### 3.5.1. Textbooks for Classes

- a. Faculty are responsible for submitting their textbook orders by the due date specified by the Department office staff.

#### 3.5.2 Library Books and Periodicals

The Department is assigned a bibliographer from the library. Requests for information about collections, book ordering, and periodical orders should be channeled through this bibliographer.

### 3.6 Independent Study

- a. Students may enroll for Independent Study when they desire to pursue intensive study of a special problem under the guidance of a faculty member or faculty committee.
- b. Before enrolling, the student must secure prior consent of the instructor and complete the Independent Study Contract form.
  1. The completed form must be distributed by the faculty member to the Departmental Office, the Area Coordinator, and the student. A copy should be retained by the faculty member.

2. Failure to comply with these procedures may prohibit completion of the Independent Study.
- c. The initiation and completion of the Independent Study is the responsibility of the student.
- d. It is imperative that the Independent Study be regularly supervised by the faculty member and that a final grade be turned in to the Area Coordinator before grades are due in the Registrar's Office. The Area Coordinator's name appears on the grade form for all Independent Studies.

### 3.7 Office Hours

- a. All teaching personnel must schedule a minimum of five (5) definite hours each week for student consultation. Teaching personnel who are not teaching full time may schedule office hours in direct proportion to their teaching load.
  1. The schedule must be posted on the faculty member's office door with a copy sent to the Departmental office. Office hours will also be posted on the bulletin board outside the Main Office door. If office hours are posted online, office staff will make sure these are updated each semester.
  2. Office hours should be distributed over different days in the week.
- b. Other times by appointment should be available for students who have conflicts during scheduled office hours.

### 3.8 Commencement

- a. At least two faculty members will represent the Department at commencement ceremonies for Fall and Spring semesters. The Department Chairperson will develop a rotation for this service and will manage faculty representation at commencement.
- b. Academic apparel is available from the Department.

### 3.9 Illness/Accidents

- a. Any illness that affects one's normal duties in the Department must be reported to the Department Chairperson in a timely fashion. When a class must be canceled, the faculty member should contact students via email, if possible, and inform the office staff so that signs may be posted outside affected classrooms and offices.
- b. An illness that does not affect one's normal duties in the Department (e.g., an illness on a day the department member would typically not teach or be available for office hours, meetings or other scheduled responsibilities) need not be reported.
- c. Any injury to faculty, staff, or student must be reported on an Accident Report Form available in the Departmental office. During regular University business hours, Risk

Management should be consulted for instructions on how to proceed; after business hours, CMU Police should be contacted.

### 3.10 Work Study Students and General Student Assistants

- a. Student employees are assigned by the Departmental Chairperson to faculty/staff members and programs based on an analysis of Departmental priorities and need as ascertained by the Administrative Council.
- b. Student employees must be cleared for work prior to beginning their assignment. Clearance is arranged by Department staff who coordinate with Student Employment Services.
- c. Faculty/staff who serve as immediate supervisors of student employees are responsible for approving time sheets. Failure to submit time sheets by specified deadlines means a delay in paying the student.

## 4.0 Personnel Policies and Procedures

### 4.1 General Policies

- a. Personnel decisions will be made within the candidate's Area, not by the Department as a whole.
- b. The appropriate Area and the Department Chairperson write independent recommendations on personnel actions.
- c. Personnel decisions must be made by secret ballot, and all ballots must be kept for five years by the Department Chairperson; ballots should be counted by the Area Coordinator and the Area Personnel representative. For decisions involving the Area Coordinator or the Area Personnel representative, the at-large representative to the Personnel Committee will participate in counting the ballots
- d. CDA faculty and staff members will not participate in personnel decisions involving their current or former spouses, domestic partners, and/or family members or in decisions of any kind where there is, or might reasonably be perceived to be, a conflict of interest.
- e. Candidates for personnel decisions are responsible for assembling, presenting, explaining, and qualifying the materials which become the "case" for that decision. Candidates should include relevant evidence to support this case and should write a narrative that describes and synthesizes the various elements of that case. Peer review of teaching is required for all personnel decisions.

### 4.2 Candidates for Personnel Decisions

- a. All nontenured faculty with a regular tenure-track appointment (bargaining unit members) will have an annual review after their first year of employment. The review schedules are determined and published in the current CMU/Faculty *Agreement*.

- b. All nontenured faculty with a regular tenure-track appointment (bargaining unit members) will be reviewed by their respective Areas during their first year of appointment, but no materials will be sent forward as an outcome of this review.
- c. After the probationary period of time specified in the *CMU/Faculty Agreement* (as well as hiring agreement with the faculty), all faculty with a regular tenure-track appointment (bargaining unit members) will be evaluated for tenure.
- d. After the minimum time in a rank specified in the *CMU/Faculty Agreement*, all faculty with a regular tenure-track appointment may choose to be evaluated for promotion. In extraordinary circumstances, upon mutual agreement of the Department, Dean and Provost, an exception may be made to the requirement of minimum amount of time in rank, as described in the *CMU/Faculty Agreement*.

#### 4.3 Evaluation Criteria for Personnel Decisions

- a. Personnel recommendations and decisions are based upon promise for decisions of reappointment, meritorious achievement and promise for decisions of tenure, and increasing levels of achievement for decisions of promotion according to performance in the following areas:
  1. Teaching
  2. Scholarly and Creative Activity, and
  3. Service
- b. Personnel recommendations and decisions must also consider future needs of the University.

##### 4.3.1 Definition and Standards for Evaluation Criteria

- a. Teaching excellence is considered by this Department to be the single most important evaluative criterion for all personnel decisions. In the case of reappointment, but not for tenure and promotion actions, a positive recommendation indicates the candidate shows appropriate promise that his/her teaching effectiveness will eventually be equal to or superior to that expected of tenured faculty in her/his Area. An Area may choose to recommend the reappointment of a candidate who does not yet meet the standard, but in such instances, improvement in teaching would be expected prior to any subsequent reappointment evaluation.
  1. Evaluation of teaching excellence will be based upon the candidate's:
    - a) Demonstrated understanding of the subject matter.
    - b) General adherence to master syllabi for courses taught.
    - c) Effective communication of subject matter to the students in the classroom.
    - d) Demonstration of a fair and equitable system for evaluating students in the classroom.



- e) Effective advising and counseling of students outside of the classroom.
  - f) Effective supervision and evaluation of studio-related activities, internships, and practica (when applicable).
  - g) Effective direction of student research and creative projects (when applicable).
  - h) Attendance and demonstrated active participation at workshops, symposia, conferences, and seminars designed to update and/or augment professional experience in teaching.
2. Evidence of teaching excellence may be demonstrated by the following (peer evaluation is required for all personnel actions):
- a) Peer evaluation.
  - b) Student opinion surveys.
  - c) Unsolicited letters from students or other qualified observers.
  - d) Direction of theses and independent study projects.
  - e) Participation in workshops and conferences about teaching.
  - f) Additional teaching-related endeavors (e.g., creating or updating ancillary course materials, invitations to present teaching strategies to groups, etc.).
  - g) Teaching awards or other forms of recognition for teaching ability.
- b. The candidate's Scholarly and/or Creative activity should demonstrate professional contributions of value to the candidate's field of expertise. The contributions may include the following:
- 1. Books, textbooks, monographs, articles (print or electronic), book chapters, articles in proceedings, scripts, and reviews published or in press. For materials in press, the candidate must provide written documentation from the publisher.
  - 2. Directing, choreographing, designing, or performing in a major theatre, oral interpretation, or dance production for which both internal and external adjudication occurs.
    - a) Candidates who wish productions to be adjudicated must submit a written request for adjudication to the TID Area Coordinator four weeks prior to production.
    - b) The internal adjudication will be done by 2 faculty and/or staff members from TID. One adjudicator will be selected by the TID Area Coordinator from a rotating list of all full-time faculty and staff. The second adjudicator will be selected by the candidate. Each adjudicator will submit a written

critique within 30 working days of the production to the TID Area Coordinator.

- c) External adjudication will be arranged by the TID Area Coordinator. External adjudications should be forwarded to the faculty member, who will decide whether or not to use them for future personnel decisions.
  - d) When qualified internal adjudicators are not available, external adjudicators approved by the TID Area Coordinator will be substituted for the internal adjudicators. This situation may limit the total number of adjudicators to two.
3. Adaptation of script material manifested in a major theatre and/or oral interpretation production for which both internal and external adjudication occurs.
  4. Dramaturgical work on a major theatrical production. Evidence of successful dramaturgical activity might include: research given to the director, cast and crew; study guides; lobby displays; letters from directors, playwrights or other qualified individuals commenting on the value of the research; and program notes and articles, recognition of excellence from a theatrical organization.
  5. Presentations at an international, national, regional, or state conference.
  6. Participation in panels, roundtables, poster sessions and other forms of refereed conference/workshop presentations that allow discussion and/or display of original research and/or creative activity.
  7. Editorship of a scholarly journal or annotated anthology.
  8. Writing and/or delivering a public address of merit resulting in publication or receipt of national recognition.
  9. Receipt of research/artistic grants.
  10. For the Scenic and Lighting Designer:
    - a) Before the granting of tenure, for each academic year, four productions selected by the candidate will be adjudicated. Copies of written adjudications will be provided to the candidate and the TID Area Coordinator.
      1. Two productions will be adjudicated internally by different TID Area directors not involved in those productions (one director per production). The adjudicator for one of the productions will be selected by the Area Coordinator; the adjudicator for the other production will be selected by the candidate.
      2. Two other productions will be adjudicated by non-CMU Scenic and Lighting designers (one designer per production). The TID Area

Coordinator will select the outside adjudicators per the process described in section b.2 above.

- b) During the third year of retention and during the tenure review, three outside sources will adjudicate a complete production portfolio, including photos, drawings, paperwork and models of productions at CMU. The third year review will contain materials from a minimum of four productions and the tenure year review will contain materials from a minimum of eight productions. The TID Area Coordinator will select the outside adjudicators.
- c) For consideration for promotion, in the two semesters preceding the promotion decision, four productions selected by the candidate will be adjudicated in the manner described in section b.10.a) above.

c. Service

1. For most candidates in the Department, University service may be demonstrated by the following:
  - a) Contribution through committee work and/or leadership at the Area, Department, College, or University level.
  - b) Contribution through committee work and/or leadership at the community or professional level.
  - c) Activities that advance the positive image of the Department, College, or University in the local community, State, and beyond.
  - d) Activities that promote faculty and student recruitment for the University.
  - e) Activities that result in positive public visibility to the Area, Department, College, or University.
  - f) Serving as a judge, adjudicator, or guest critic for forensic, theatre, oral interpretation and/or dance performances/activities inside or outside the Department.
  - g) Serving as guest speaker and/or performer for events outside the Department or for Departmental sponsored public programs.
  - h) Scholarly conference participation of a secondary nature, such as serving as a respondent, moderator, or chairperson of a convention program.
2. For five specific positions in the Department, University service is regarded as a particularly significant criterion for reappointment. These positions are the Director of University Theatre; Director of Forensics; Director of COM 101; Scenic and Lighting Designer, and the Director of Graduate Studies. The descriptions of service requirements for these positions are detailed in Appendix H.

#### 4.4 Procedures and Requirements for Personnel Decisions

##### 4.4.1 Peer Evaluation of Teaching

- a. Peer evaluation of teaching provides prima facie evidence for the evaluation of teaching and is the Department's most useful tool in the pursuit of the goal of excellence in teaching.
- b. Peer evaluation is mandatory once each year for all faculty until tenure is granted.
- c. Peer evaluation is also mandatory in one of the two regular academic semesters (excluding summer) before a candidate seeks promotion.

##### 4.4.2 Peer Evaluation of Teaching Procedure

- a. At least four (4) weeks prior to the Area's evaluation of the candidate for a personnel decision, a peer evaluation team consisting of three peers is to be formed.
  1. The peer evaluation team shall consist of two regular full-time faculty from the candidate's Area and one from the other Area in the Department.
    - a) At the request of the candidate, and with the advanced approval of the Area Coordinator, a regular full-time faculty from another department may be chosen in place of the faculty from the other Area.
  2. The candidate will select one member of the team from his or her own Area; COM and TID Area Coordinators will appoint the other two team members. If scheduling becomes a problem, the Area Coordinator may reconfigure the team and/or may ask the candidate to select another team member.
  3. The Area Coordinator shall designate one team member from the candidate's Area as Chairperson of the peer evaluation team.
- b. The evaluation shall consist of the team visiting three (3) class meetings during which the candidate is actively teaching (that is, not when the class is giving performances or watching a video, for example).
  1. In consultation with the peer review team members, the candidate shall propose the course or courses to be evaluated and arrange for the class visitations. The team must agree to the plan for observations before any observations take place. A lack of consensus as to what classes to observe will be settled in consultation with the candidate's Area Coordinator. If need be the Area Coordinator will make the final decision.
  2. Candidates who teach diverse courses may be observed in more than one course (e.g., one undergraduate and one graduate course, one small course and one large lecture course, one performance and one theory course, etc.).
  3. The third observation must be a repeat visit to a course previously observed.

4. All team members will observe the same three (3) class meetings. In an extraordinary circumstance precluding all of the team members from observing an agreed-upon class meeting, the problem should be remedied through consultation with the candidate's Area Coordinator.
- c. At least one (1) week prior to the first class observation, the candidate should supply the team members with copies of the text, the syllabus, and any other materials integral to each course being observed.
  - d. After the first two observations, the peer evaluation team will meet to decide on the major strengths they would like the candidate to emphasize and the major weaknesses they would like the candidate to improve for the last observation.
  - e. After the team has met, the Chairperson of the peer evaluation team shall meet with the candidate for an informal discussion concerning the team's major observations. This is an advisory meeting.
  - f. After all observations are complete, the peer evaluation team shall meet to prepare a written report that evaluates the teaching effectiveness of the candidate as shown through these three observations. The report shall evaluate areas such as the following:
    1. understanding of the subject matter,
    2. effectiveness of the communication of the subject matter to the students in the classroom,
    3. demonstration of a fair and equitable system for evaluating students,
    4. appropriateness of the textbook selection given the goals and level of the course,
    5. effectiveness of the course syllabus to lay out course policies and represent the master course syllabus fairly, and
    6. quality of other teaching materials submitted to the team members.
  - g. The report must conclude with an evaluative statement that rates the candidate's teaching in one of three categories: 1) inferior to, 2) equal to, or 3) superior to the teaching expected of other tenured faculty in the candidate's Area. In cases where all of the team members cannot agree on this final evaluation, a majority vote would be the one recorded and the lack of consensus noted in the report. The final report must be signed by all three peer evaluation team members. Unresolved team member disagreements shall be worked out in consultation with the Department Chairperson.
  - h. The Chairperson of the peer evaluation team shall provide the candidate with a copy of the written report within ten (10) working days after the final observation.
  - i. The candidate shall include a copy of the written report in the personnel case so that it is part of the materials presented to the Area members for their personal review prior to the Area evaluation.

#### 4.4.3 Candidate's Materials

- a. With the exception of the peer evaluation of teaching report (which is mandatory), the candidate is expected to provide evidence of activity and merit for the three current evaluation criteria previously cited. This evidence, along with a current vita and descriptive narrative, must be assembled and made available to Area members. These materials must be available at least one (1) week prior to the Area meeting at which the formal evaluation will take place. The Area Personnel Representative will advise and assist the candidate in the preparation of this material.

#### 4.4.4 Area Personnel Action

- a. When considering personnel recommendations, the Area shall resolve into an executive session committee of the whole chaired by the Area Personnel Committee Representative. When the Area Personnel Committee Representative is being evaluated, the Area shall be chaired by the at-large Personnel Committee Representative from that Area.
- b. The Area will use the three previously-cited criteria to evaluate the candidate for personnel action using the narrative and supporting evidence provided by the candidate in his or her materials, plus the required peer evaluation of teaching report. The candidate may appear before the Area at the evaluation to make a preliminary statement and answer questions prior to the Area going into closed session for the evaluation.
- c. A majority vote of the voting Area members in attendance is required for the candidate to be recommended by the Area for the personnel action. Voting is by secret ballot; only the outcome and not the actual vote will be shared. Votes will be counted by the Area Personnel Committee Representative.
- d. Regardless of how the Area Personnel Committee Representative votes in secret in the Area, he or she is required to vote with the Area majority at the Personnel Committee level.
- e. A formal written evaluation of the candidate for personnel action will be prepared by the Area Personnel Committee Representative and will be sent to the Department Personnel Committee and the candidate following its approval by the candidate's Area. This evaluation must be received at least two (2) weeks prior to the deadline for submitting the Department's recommendation to the CCFA Dean's office and no more than six (6) working days after the Area vote on the candidate.
- f. Area evaluations of candidates must be scheduled so there is sufficient time for a majority of the Area to read and approve the Area letter that is added to the candidate's file. This requirement may be met in two ways: 1) the letter may be read, discussed, and revised at an Area meeting (with the candidate excused) and approved at that time by a majority vote of the voting Area members present; or 2) the letter may be available in the Department Office to be examined by Area members, in which case a majority of the voting Area members must approve of the letter in writing. If approval cannot be accomplished through the second process, the Area will revert to discussing, adapting and approving the letter at an Area meeting.

#### 4.4.5 Personnel Committee Action

- a. The Department Personnel Committee will review the written Area evaluation of the candidate and the evidence presented by the candidate in his/her file. The Personnel Committee will write a summary of positive and negative aspects of the case and will vote as to its support for the case, per its capacity as advisory to the Department Chair.
- b. The Personnel Committee will forward, along with its report, all materials pertinent to the reappointment decision to the Department Chair. These materials include: 1) the Area evaluation report; 2) the report from the peer evaluation of teaching team; and 3) evidence and documents used in the Area evaluation. This evaluation must be received at least one (1) week prior to the deadline for submitting the Department's recommendation to the CCFA Dean's office.

#### 4.4.6 Department Chair Personnel Action

- a. Upon receipt of the above materials from the Personnel Committee, the Department Chairperson shall write an independent recommendation on reappointment.
- b. The Department Chairperson shall forward her/his reappointment recommendation and the reappointment recommendation from the Area to the Dean of the College of Communication and Fine Arts. These two recommendations are considered separate decisions of equal weight. To remain consistent with the University transaction form, the "Department" recommendation will be written by the candidate's Area and the "Chairperson" section of the form will be written by the Department Chairperson.
- c. In the event the Department Chairperson is being evaluated, the Chair of the Personnel Committee shall act as Department Chairperson, and he or she must be replaced for the deliberations about the Department Chairperson in the Personnel Committee.

#### 4.4.7 Notification of a Negative Recommendation

- a. When a candidate for reappointment receives a negative recommendation from the Area and/or the Department Chairperson, the candidate will be notified in writing by a representative of the negative recommending body within three (3) working days of the negative recommendation.
- b. A candidate who believes the negative recommendation was unwarranted may exercise the right to appeal. The candidate may appeal the Area recommendation and/or the Department Chairperson's recommendation subject to the policies and procedures cited below.

#### 4.4.8 Policies and Procedures to Appeal an Area Recommendation:

- a. The candidate may appeal a negative promotion recommendation by the Area when a minimum of one-third of the Area vote was in support of the candidate.
- b. To appeal the Area recommendation, the candidate for promotion shall notify the Department Chairperson and the Area Personnel Committee Representative in

writing of her/his intent to appeal within three (3) working days following the notification of a negative Area recommendation.

- c. Upon receipt of the written notice, the Department Chairperson shall schedule a hearing with the Area within five (5) working days.
  - d. The hearing shall be conducted as follows:
    1. The Department Chairperson shall chair the hearing.
    2. The candidate shall present a statement in which he/she explains the grounds for reconsideration.
    3. The Area shall have the right to ask questions of information and clarification.
    4. The candidate shall have the right to offer a concluding statement.
    5. The candidate shall be excused from the hearing.
    6. The Area shall discuss the case.
    7. The Area shall vote by secret ballot as to support or nonsupport of the appeal. A majority vote of the voting members is required to sustain the appeal.
    8. The Department Chairperson will report to the candidate, in writing, that the appeal was either sustained or denied.
- 4.4.9 Policies and Procedures to Appeal the Department Chairperson's Recommendation: The appeal procedure shall conform to the current *CMU/Faculty Agreement*.

#### 4.5 Absence from Classes – Faculty and Staff

- a. Whenever a faculty member is to be absent from a scheduled class meeting for professional or personal reasons, a Class Absence Form must be filed with the Department Chairperson. The Dean's Office should be notified when the Department Chairperson intends to be absent.
- b. Whenever a faculty member has an illness that prevents him/her from managing regular duties, that fact must be reported immediately to the office staff. Illness on a day when the faculty member would not typically be required to be on campus need not be reported.

#### 4.6 Leaves of Absence

- a. Procedures for all types of leaves are described in the current *CMU/Faculty Agreement*.
- b. The procedure for applying for a sabbatical leave is as follows:
  1. The individual will notify the Department Chair no later than the end of the third week of classes that he/she intends to apply for a sabbatical leave.



2. The individual will present the proposal to the individual's Area for approval.
  3. If approved by the Area, the proposal will be forwarded to the Department Chair.
  4. The Chair, upon the advice of the Administrative Council, will either recommend or not recommend the proposal to the Dean of Communication and Fine Arts by the deadline date specified in the *CMU/Faculty Agreement*.
- c. Leaves of absence for staff will follow the procedures outlined in the appropriate staff contract/handbook.

#### 4.7 Procedures for Retrenchment

- a. Any retrenchment that affects faculty or staff in CDA will follow the procedures outlined in the current applicable contracts.

#### 4.8 Procedures for Teaching through Global Campus

- a. Faculty wishing to teach through Global Campus shall follow the procedures specified in the current *CMU/Faculty Agreement* or the current *UTF/Faculty Agreement*.
- b. Approval of instructors through Global Campus shall rest with the Department Chair. The Chair may seek advice from Area Coordinators.
- c. Areas will determine appropriate formats for courses taught through Global Campus.

#### 4.9 Procedures for Teaching Summer Sessions

- a. Based upon faculty availability and student and programmatic needs, Area Coordinators will recommend summer courses to the Department Chair.
- b. Final recommendations on summer appointments will be made by the Chairperson of the Department, in consultation with the Administrative Council.

#### 4.10 Procedures for Selection of New Faculty and Professional Administrators

These procedures shall adhere to University faculty/staff employment search policies or guidelines.

- a. The Area will generate a description for the open position.
- b. The Area Coordinator will create a search committee in consultation with the Area and will designate a Search Committee Chair, who will be responsible for completing online documentation as requested by Faculty Personnel Services and other CMU offices, as needed.
- c. The designated Search Committee is responsible for soliciting applications for open positions and will provide preliminary evaluation for the Area. Specifically, the

Committee will provide a description of candidates that indicates who does and who does not meet the criteria established in the position description.

- d. The Area will then recommend a short list of candidates to the Department Chair, who will relay that information to the Dean's Office and the Office of Civil Rights and Institutional Equity and/or Faculty Personnel Services or Human Resources, as applicable.
- e. The Chairperson then requests permission of the Dean to issue a formal invitation to the candidate(s) to visit the campus.
- f. Following the campus visit(s), the Area meets in executive session, evaluates and ranks the candidate(s), and makes a recommendation to the Department Chairperson.
- g. The Department Chairperson will seek approval for the ranked candidates from the Dean's Office and the Office of Civil Rights and Institutional Equity and/or Faculty Personnel Services or Human Resources, as applicable. Upon this approval, the Chair will negotiate an offer with the desired candidate. Should that candidate turn down the offer, the Department Chair will contact the candidate rated as #2 and this process will continue until someone has been hired or the short list is exhausted.

#### 4.11 Procedures for Fixed-Term Faculty, Office Professionals, and Other Staff Positions

- a. Appointments designated as Fixed-Term Faculty will be made consistent with the *Agreement between Central Michigan University and The Union Of Teaching Faculty*.
- b. Departmental procedures for selection of Office Professionals, Professional and Administrative staff, and other staff positions will be determined by the Administrative Council; these procedures shall be in accordance with contractual obligations and/or University staff employment policies/practices.
- c. Staff personnel will be evaluated consistently with the appropriate contract/handbook.

##### 4.11.1 Evaluation of Fixed-Term Faculty

- a. Peer Review of Teaching
  1. A Lecturer I or II who wants to be considered for reappointment to a half time or greater assignment and has not had a peer review in the previous year, or a Lecturer I who wishes to be considered for a promotion in the Department must have a peer review completed prior to applying for another teaching assignment. Due dates for completion of peer reviews will be decided by the Department Chair at the beginning of the school year.
    - a. For persons seeking appointments at less than a half time assignment, the Department Chair in consultation with Area Coordinators will determine the need for peer reviews.
  2. Formation of the peer evaluation team

- a) The peer evaluation will be conducted by a team of two from the Lecturer's Area: one regular faculty appointed by the Area Coordinator and one regular faculty or Lecturer II chosen by the Lecturer.
  - b) The Area Coordinator shall designate one team member as Chairperson of the peer evaluation team.
3. The Lecturer will work in consultation with the peer evaluation team in proposing the course or courses to be evaluated and arrange for two (2) class visitations. Any disagreements in the choice of course(s) to visit will be adjudicated by the Area Coordinator. These class sessions to be observed must be sessions when the team will see the Lecturer engaged in active teaching (not critiquing assignments, giving a test, doing ice-breakers, etc.). Both team members must attend both classes. If one team member cannot attend, an alternative observation time must be chosen when both members can attend.
  4. At least one (1) week prior to the first class observation, the candidate should supply the team members with copies of the text, the syllabus, and any other materials integral to each course being observed.
  5. After the first observation, the peer evaluation team will meet to decide on the major strengths they would like the candidate to emphasize and the major weaknesses they would like the candidate to improve for the last observation.
  6. After the team has met, the Chairperson of the peer evaluation team shall meet with the candidate for an informal discussion concerning the team's observations. This is an advisory meeting.
  7. After all observations are complete, the peer evaluation team shall meet to prepare a written report that evaluates the teaching effectiveness of the candidate as shown through these three observations. The report shall evaluate the following:
    - a) understanding of the subject matter,
    - b) effectiveness of the communication of the subject matter to the students in the classroom,
    - c) demonstration of a fair and equitable system for evaluating students,
    - d) appropriateness of the textbook selection given the goals and level of the course,
    - e) effectiveness of the course syllabus to lay out course policies and represent the master course syllabus fairly, and
    - f) quality of other teaching materials submitted to the team members.
  8. The report must conclude with one of the following evaluations:

- a) “Based on the evidence shown in the two teaching observations, the team members agree that (Lecturer’s name) is a highly effective instructor.”
  - b) “Based on the evidence shown in the two teaching observations, the team members agree that (Lecturer’s name) is an effective instructor.”
  - c) “Based on the evidence shown in the two teaching observations, the team members agree that (Lecturer’s name) needs improvement at this time and recommend (Lecturer’s name) should not be rehired without taking some steps to improve.”
  - d) “Based on the evidence shown in the two teaching observations of (Lecturer’s name), the team members agree that (Lecturer’s name) is an ineffective instructor and should not be rehired.”
9. Within ten (10) working days from the final observation, the Chairperson of the peer evaluation team shall provide the Lecturer, the Area Coordinator, and the Department Chair with a copy of the written report.
- b. To be considered for promotion to Lecturer II, a Lecturer I must receive a minimum rating of effective in his or her peer review evaluation.
  - c. Any Lecturer who receives two (2) successive “ineffective” peer review evaluations will not be eligible for future appointments in the Department.

#### 4.11.2 Reappointment of Fixed-Term Faculty

- a. Any Lecturer wishing to be considered for the reappointment to the position of Lecturer I or II and/or promotion to Lecturer II in the department must apply for that position by November 1 for reappointment to a Spring Semester or March 15 for reappointment for the Fall Semester. This application must include a teaching notebook and must be submitted to the Department Chairperson.
  - b. The notebook must contain the report from the Lecturer’s most recent peer review team, a narrative that presents the case for reappointment and/or promotion, a vita, student evaluations and written comments of each course taught, and grade distribution data from all courses taught.
  - c. The notebook may also contain all other supporting materials that the candidate deems appropriate (e.g. unsolicited comments from students or other qualified observers, teaching workshops presented or attended, etc.).
1. While the basis upon which a lecturer will be evaluated is that of instruction and instruction-related responsibilities, other professional activities, such as publications and conference presentations, which benefit the reputation of CMU, may be considered as part of the evaluation process; however, the absence of other professional activities will not be used as evidence against a lecturer.

#### 4.12 Graduate Faculty Selection

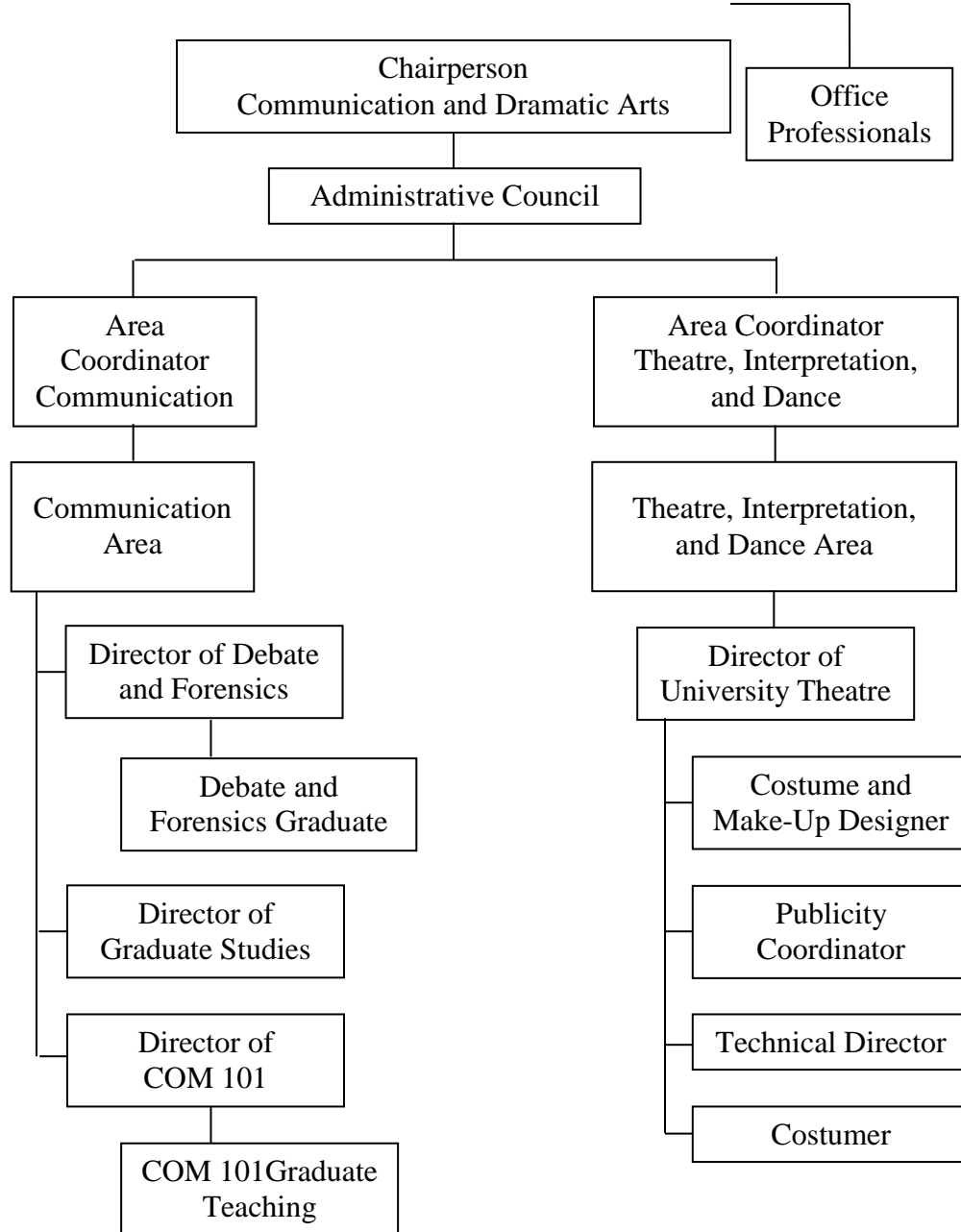
To become a member of the Graduate Faculty, and to remain a member in good standing, one must receive approval from the College of Graduate Studies. (Procedures and requirements are available from the College of Graduate Studies.)

#### 4.13 Graduate Assistants

a. Assignments and expectations:

1. Graduate assistantships are awarded by the Department normally for one academic year, with possible renewal.
2. Each graduate assistant employed by the Department is expected to fulfill responsibilities to the satisfaction of the Department. In the case of COM 101 instructors, the CDA Graduate Committee will make the final determination as to whether or not to rehire a graduate assistant. The CDA Graduate Committee also will decide how to assign duties to graduate assistants that are outside regular teaching expectations (e.g., research assistantships). Forensic assistants will be selected by the Director of Forensics. Assistant Basic Course Directors will be assigned by the COM 101 Director.
3. Graduate assistants are expected to satisfactorily complete a minimum of nine (9) hours per semester of residence. Exceptions may be authorized by the Graduate Coordinator.

**APPENDIX A**  
**Department Of Communication and Dramatic Arts**  
**Organizational Chart**



## APPENDIX B

### DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

#### Department Chairperson Evaluation

All full-time regular and fixed-term faculty and PAs of the department are asked to participate in this evaluation by completing this questionnaire. Respondents are asked to provide area identification but should otherwise remain anonymous.

Please respond to each item as it relates to your assessment of the Department Chairperson. The following scale should be used to for each item:

- 5 – done very well
- 4 – done well
- 3 – satisfactory
- 2 – done poorly
- 1 – done very poorly
- NA = not applicable/not known

Upon completing these items, you may provide other specific comments or suggestions concerning the chairperson which you feel would be helpful in this evaluation. Please provide your completed questionnaire to \_\_\_\_\_. Thank you.

How would you rate the performance of the Department Chairperson in terms of the following responsibilities?

1. Represents and maintains credibility of departmental interests and viewpoints to higher administration officers.  
5      4      3      2      1      NA
2. Maintains credibility of departmental requests and recommendations to the administration.  
5      4      3      2      1      NA
3. Communicates the administration's views to the Department.  
5      4      3      2      1      NA
4. Argues for exceptions to administration views when necessary.  
5      4      3      2      1      NA
5. Implements and follows up on policies made by committees, areas, and/or faculty-staff as a whole.  
5      4      3      2      1      NA
6. Takes positive steps for program development.  
5      4      3      2      1      NA
7. Formulates Departmental policy through published and agreed upon policies involving committees and departmental members as a whole.  
5      4      3      2      1      NA
8. Contributes to high departmental morale.  
5      4      3      2      1      NA
9. Follows procedural due process in personnel policies with respect to individual faculty members.  
5      4      3      2      1      NA

Department of Communication and Dramatic Arts  
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 Prepared by Faculty Personnel Services

- |     |  |   |   |   |   |   |    |
|-----|--|---|---|---|---|---|----|
| 10. | Keeps the Department informed of the financial state of the department.  | 5 | 4 | 3 | 2 | 1 | NA |
| 11. | Is open to divergent viewpoints among faculty.   | 5 | 4 | 3 | 2 | 1 | NA |
| 12. | Gives adequate notice of deadlines.  | 5 | 4 | 3 | 2 | 1 | NA |
| 13. | Is available to the faculty.   | 5 | 4 | 3 | 2 | 1 | NA |
| 14. | Is impartial in regard to sex, rank, national origin, age, etc.  | 5 | 4 | 3 | 2 | 1 | NA |
| 15. | Maintains balance among the several aspects of the professional role of a department member.                                 | 5 | 4 | 3 | 2 | 1 | NA |
| 16. | Presides over Departmental meetings in accord with democratic and/or parliamentary procedure.                                | 5 | 4 | 3 | 2 | 1 | NA |
| 17. | Is able to separate the function of the chairperson from "personal favors" in dealing with you individually and with others. | 5 | 4 | 3 | 2 | 1 | NA |
| 18. | Keeps the faculty apprised of departmental academic activities.  | 5 | 4 | 3 | 2 | 1 | NA |
| 19. | Is able to get along with the departmental faculty members.  | 5 | 4 | 3 | 2 | 1 | NA |
| 20. | Requests and utilizes faculty input in evaluation of staff   | 5 | 4 | 3 | 2 | 1 | NA |
| 21. | Is prepared for departmental meetings.   | 5 | 4 | 3 | 2 | 1 | NA |
| 22. | Area Affiliation: ____ TID ____ COM  |   |   |   |   |   |    |

Additional Comments:



## APPENDIX C

### DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

#### TID Area Evaluation of Director of University Theatre

All full-time regular TID faculty and TID Area PAs are asked to participate in this evaluation by completing this questionnaire. Respondents are asked to provide area identification but should otherwise remain anonymous.

Please respond to each item as it relates to your assessment of the Director of University Theatre. The following scale should be used to for each item:

- 5 – done very well
- 4 – done well
- 3 – satisfactory
- 2 – done poorly
- 1 – done very poorly
- NA = not applicable/not known

Upon completing these items, you may provide other specific comments or suggestions concerning the chairperson which you feel would be helpful in this evaluation. Please provide your completed questionnaire to \_\_\_\_\_. Thank you.

How would you rate the performance of the Director of University Theatre in terms of the following responsibilities?

1. Provides administrative support for theatrical opportunities beyond the academic program.  
5      4      3      2      1      NA
2. Administers University Theatre and Studio Theatre policies as determined by TID Area.  
5      4      3      2      1      NA
3. Applies University Theatre and Studio Theatre policies equitably to students and faculty.  
5      4      3      2      1      NA
4. Provides information concerning auditions, graduate schools, internships and employment opportunities.  
5      4      3      2      1      NA
5. Schedules use of University Theatre spaces according to established priority.  
5      4      3      2      1      NA
6. Coordinates season selection with appropriate TID Area faculty and staff, and other personnel (e.g., Music Theatre Interdisciplinary Council).  
5      4      3      2      1      NA
7. Prepares and coordinates performance schedule.  
5      4      3      2      1      NA
8. Provides for “best possible” season for students, faculty and staff, CMU community, and mid-Michigan region within the limitations of time, budget, plays proposed, etc.  
5      4      3      2      1      NA
9. Establishes UT budget.  
5      4      3      2      1      NA
10. Maintains accurate budget records.  
5      4      3      2      1      NA

Department of Communication and Dramatic Arts  
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11.	Keeps TID Area informed on budgetary matters.	5	4	3	2	1	NA
12.	Supervises implementation of UT publicity.	5	4	3	2	1	NA
13.	Provides administrative support for special performances of UT productions (e.g., school matinees, tours, etc.)	5	4	3	2	1	NA
14.	Engages in recruitment (e.g., facility tours, school performances, CMU and You Day activities, etc.).	5	4	3	2	1	NA

Additional Comments:

## APPENDIX D

### DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

#### COM Area Evaluation of the Director of Forensics

All full-time regular COM faculty are asked to participate in this evaluation by completing this questionnaire. Respondents are asked to provide area identification but should otherwise remain anonymous.

Please respond to each item as it relates to your assessment of the Director of Forensics. The following scale should be used to for each item:

- 5 – done very well
- 4 – done well
- 3 – satisfactory
- 2 – done poorly
- 1 – done very poorly
- NA = not applicable/not known

Upon completing these items, you may provide other specific comments or suggestions concerning the chairperson which you feel would be helpful in this evaluation. Please provide your completed questionnaire to \_\_\_\_\_. Thank you.

How would you rate the performance of the Director of Forensics in terms of the following responsibilities?

1. Establishes a tournament schedule consistent with student needs and abilities.  
5      4      3      2      1      NA
2. The DOF arranges/holds practice and analysis sessions with students.  
5      4      3      2      1      NA
3. The DOF attends tournaments with students as coach/critic.  
5      4      3      2      1      NA
4. The DOF provides opportunities for graduate students to work directly with participants in the program.  
5      4      3      2      1      NA
5. The DOF provides direction and training to graduate students in effective coaching techniques.  
5      4      3      2      1      NA
6. The DOF provides training to graduate students in administering a forensic program and/or tournament.  
5      4      3      2      1      NA
7. The DOF provides evaluation for graduate students working in the Debate and Forensics program.  
5      4      3      2      1      NA
8. The DOF provides adequate practicum experience for students.  
5      4      3      2      1      NA
9. The DOF recruits undergraduate and graduate students to the Debate and Forensics Program.  
5      4      3      2      1      NA
10. The DOF administers the Debate and Forensics program budget and provides necessary paperwork in a timely fashion.  
5      4      3      2      1      NA

- |     |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|----|
| 11. | When appropriate, the DOF enters students in tournaments and programs that are considered national in scope.                      | 5 | 4 | 3 | 2 | 1 | NA |
| 12. | The DOF enters students in tournaments that are regional in scope with the intention of having students participate successfully. | 5 | 4 | 3 | 2 | 1 | NA |
| 13. | The DOF provides programs for local organizations.  | 5 | 4 | 3 | 2 | 1 | NA |
| 14. | The DOF seeks media visibility (local and state) for program activities.  | 5 | 4 | 3 | 2 | 1 | NA |
| 15. | The DOF recruits high school students to the Debate and Forensics program.  | 5 | 4 | 3 | 2 | 1 | NA |
| 16. | The DOF assists in placing graduate students associated with the Debate and Forensics program.                                    | 5 | 4 | 3 | 2 | 1 | NA |

Additional Comments:

## APPENDIX E

### DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

#### COM Area Evaluation of the Director of COM 101

All full-time regular COM faculty are asked to participate in this evaluation by completing this questionnaire. Respondents are asked to provide area identification but should otherwise remain anonymous.

Please respond to each item as it relates to your assessment of the Director of COM 101. The following scale should be used to for each item:

- 5 – done very well
- 4 – done well
- 3 – satisfactory
- 2 – done poorly
- 1 – done very poorly
- NA = not applicable/not known

Upon completing these items, you may provide other specific comments or suggestions concerning the chairperson which you feel would be helpful in this evaluation. Please provide your completed questionnaire to \_\_\_\_\_. Thank you.

How would you rate the performance of the Director COM 101 in terms of the following responsibilities?

- |     |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|----|
| 1.  | Has developed an effective COM 101 course.                                  | 5 | 4 | 3 | 2 | 1 | NA |
| 2.  | Treats GTAs with respect.   | 5 | 4 | 3 | 2 | 1 | NA |
| 3.  | Shows support for GTAs by providing help or information for them as needed. | 5 | 4 | 3 | 2 | 1 | NA |
| 4.  | Keeps GTAs informed about COM 101 issues.                                   | 5 | 4 | 3 | 2 | 1 | NA |
| 5.  | Shows enthusiasm for the course.  | 5 | 4 | 3 | 2 | 1 | NA |
| 6.  | Provides adequate training for GTAs in COM 795 and COM 101 Staff Meetings.  | 5 | 4 | 3 | 2 | 1 | NA |
| 7.  | Accepts responsibility for decision he/she makes.                           | 5 | 4 | 3 | 2 | 1 | NA |
| 8.  | Is available to GTAs and interested in their concerns.                      | 5 | 4 | 3 | 2 | 1 | NA |
| 9.  | Seeks feedback about the course.  | 5 | 4 | 3 | 2 | 1 | NA |
| 10. | Shows concern for her/his relationships with GTAs.                          | 5 | 4 | 3 | 2 | 1 | NA |
| 11. | Builds rapport among GTAs.  | 5 | 4 | 3 | 2 | 1 | NA |
| 12. | Presents rationale for decisions regarding COM 101.                         | 5 | 4 | 3 | 2 | 1 | NA |

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- |     |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|----|
| 13. | Develops strategies for improving teaching effectiveness in the course. | 5 | 4 | 3 | 2 | 1 | NA |
| 14. | Maintains credibility of the course among the university community.     | 5 | 4 | 3 | 2 | 1 | NA |
| 15. | Informs GTAs about what is expected of them as teachers.                | 5 | 4 | 3 | 2 | 1 | NA |
| 16. | Manages problems effectively.   | 5 | 4 | 3 | 2 | 1 | NA |
| 17. | Shows concern from the quality of COM 101.                              | 5 | 4 | 3 | 2 | 1 | NA |
| 18. | Models effective teaching and communication skills.                     | 5 | 4 | 3 | 2 | 1 | NA |
| 19. | Keeps department faculty and staff informed about COM 101 issues.       | 5 | 4 | 3 | 2 | 1 | NA |
| 20. | Seeks departmental input when making changes in COM 101.                | 5 | 4 | 3 | 2 | 1 | NA |

Additional Comments:

## APPENDIX F

### DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

#### COM Area Evaluation of the COM Area Coordinator

All full-time regular COM faculty are asked to participate in this evaluation by completing this questionnaire. Respondents are asked to provide area identification but should otherwise remain anonymous.

Please respond to each item as it relates to your assessment of the COM Area Coordinator. The following scale should be used to for each item:

- 5 – done very well
- 4 – done well
- 3 – satisfactory
- 2 – done poorly
- 1 – done very poorly
- NA = not applicable/not known

Upon completing these items, you may provide other specific comments or suggestions concerning the chairperson which you feel would be helpful in this evaluation. Please provide your completed questionnaire to \_\_\_\_\_. Thank you.

How would you rate the performance of the COM Area Coordinator in terms of the following responsibilities?

- |     |   |   |   |   |   |    |
|-----|---|---|---|---|---|----|
| 1.  | Represents and maintains credibility of COM Area interests and viewpoints to Administrative Council.                          |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 2.  | Argues for COM Area requests and recommendations to the Department Chair/administration.                                      |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 3.  | Communicates relevant Administrative Council/administration views to the COM Area.  |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 4.  | Argues for exceptions to faculty/administration views when necessary.   |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 5.  | Implements and follows up on policies made by the Chair, Administrative Council, committees, and/or faculty-staff as a whole. |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 6.  | Effectively leads COM Area meetings.  |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 7.  | Creates and sends agendas to COM Area members in a timely fashion.  |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 8.  | Encourages completion of COM Area goals.  |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 9.  | Keeps COM Area members informed about tasks to be completed.  |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 10. | Assigns tasks to COM Area members as needed.  |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |
| 11. | Takes positive steps for program/Area development.  |   |   |   |   |    |
|     | 5   | 4 | 3 | 2 | 1 | NA |

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12.	Contributes to high COM Area morale.					
	5	4	3	2	1	NA
13.	Respects and treats individual faculty members fairly.					
	5	4	3	2	1	NA
14.	Is open to divergent viewpoints among faculty.					
	5	4	3	2	1	NA
15.	Gives adequate notice of deadlines.					
	5	4	3	2	1	NA
16.	Is available to the faculty.					
	5	4	3	2	1	NA
17.	Is impartial in regard to sex, rank, national origin, age, etc.					
	5	4	3	2	1	NA
18.	Presides over COM Area meetings in accord with democratic and/or parliamentary procedure.					
	5	4	3	2	1	NA
19.	Keeps the faculty apprised of COM Area scholarly, creative, and academic activities.					
	5	4	3	2	1	NA
20.	Keeps COM Area members informed about tasks to be completed.					
	5	4	3	2	1	NA
21.	Deals with COM Area business thoroughly.					
	5	4	3	2	1	NA
22.	Is able to get along with the COM Area faculty members.					
	5	4	3	2	1	NA
23.	Interacts well with CDA Chair.					
	5	4	3	2	1	NA
24.	Interacts well with CDA staff.					
	5	4	3	2	1	NA

Additional Comments:



## APPENDIX G

### DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

#### TID Area Evaluation of the TID Area Coordinator

All full-time regular COM faculty are asked to participate in this evaluation by completing this questionnaire. Respondents are asked to provide area identification but should otherwise remain anonymous.

Please respond to each item as it relates to your assessment of the Director of COM 101. The following scale should be used to for each item:

- 5 – done very well
- 4 – done well
- 3 – satisfactory
- 2 – done poorly
- 1 – done very poorly
- NA = not applicable/not known

Upon completing these items, you may provide other specific comments or suggestions concerning the chairperson which you feel would be helpful in this evaluation. Please provide your completed questionnaire to \_\_\_\_\_. Thank you.

How would you rate the performance of the TID Area Coordinator in terms of the following responsibilities?

1. Represents and maintains credibility of TID Area interests and viewpoints to Administrative Council.  
5      4      3      2      1      NA
2. Argues for TID Area requests and recommendations to the Department Chair/administration.  
5      4      3      2      1      NA
3. Communicates relevant Administrative Council/administration views to the TID Area.  
5      4      3      2      1      NA
4. Argues for exceptions to faculty/administration views when necessary.  
5      4      3      2      1      NA
5. Implements and follows up on policies made by the Chair, Administrative Council, committees, and/or faculty-staff as a whole.  
5      4      3      2      1      NA
6. Effectively leads TID Area meetings.  
5      4      3      2      1      NA
7. Creates and sends agendas to TID Area members in a timely fashion.  
5      4      3      2      1      NA
8. Encourages completion of TID Area goals.  
5      4      3      2      1      NA
9. Keeps TID Area members informed about tasks to be completed.  
5      4      3      2      1      NA

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10.	Assigns tasks to TID Area members as needed.					
	5	4	3	2	1	NA
11.	Takes positive steps for program/Area development.					
	5	4	3	2	1	NA
12.	Contributes to high TID Area morale.					
	5	4	3	2	1	NA
13.	Respects and treats individual faculty members fairly.					
	5	4	3	2	1	NA
14.	Is open to divergent viewpoints among faculty.					
	5	4	3	2	1	NA
15.	Gives adequate notice of deadlines.					
	5	4	3	2	1	NA
16.	Is available to the faculty.					
	5	4	3	2	1	NA
17.	Is impartial in regard to sex, rank, national origin, age, etc.					
	5	4	3	2	1	NA
18.	Presides over TID Area meetings in accord with democratic and/or parliamentary procedure.					
	5	4	3	2	1	NA
19.	Keeps the faculty apprised of TID Area scholarly, creative, and academic activities.					
	5	4	3	2	1	NA
20.	Keeps TID Area members informed about tasks to be completed.					
	5	4	3	2	1	NA
21.	Deals with TID Area business thoroughly.					
	5	4	3	2	1	NA
22.	Is able to get along with the TID Area faculty members.					
	5	4	3	2	1	NA
23.	Interacts well with CDA Chair.					
	5	4	3	2	1	NA
24.	Interacts well with CDA staff.					
	5	4	3	2	1	NA

Additional Comments:

## Appendix H

### **Service for the Director of University Theatre; Director of Debate and Forensics; Director of COM 101; and Scenic and Lighting Designer.**

H.1 The Director of University Theatre may use the following to demonstrate applicable service:

- a. **SERVICE TO STUDENTS:** This category relates to those students who are actively involved in the Theatre and Interpretation program.
  1. Consider student needs and abilities when coordinating the University Theatre annual season.
  2. Provide administrative support for theatrical opportunities for students beyond the academic programs at CMU (i.e. outside performance specialists in theatre, workshops, attendance at professional touring productions, etc.)
  3. Coordinate student activities beyond the usual UT production schedule:
    - a) Be responsible for space assignments for student productions.
    - b) Function as the Director of Studio Theatre:
      - 1) Administer Studio Theatre policies as determined by the TID Area.
      - 2) Issue applications, procedures, and keys, as appropriate.
  4. Provide information concerning regional and national auditions, employment and internship opportunities.
- b. **SERVICE TO THE AREA/DEPARTMENT:** The program serves in a co-curricular role.
  1. Be responsible for the operation and organization of the year-round University Theatre production schedule.
    - a) Play selection:
      - 1) Coordinate, in consultation with members of the TID Area and other appropriate production personnel:
        - a) The selection of a balanced season that exposes both students and audiences to a variety of theatrical periods and styles.
        - b) The dates of the productions and the length of their run.
    - (Note: The season and dates will be presented and discussed at a regularly scheduled TID Area meeting.)
  - b) Budget: (Function as Account Director for University Theatre.)

- 1) Establish a budget for the season prior to the first production.
  - 2) Keep accurate, updated budget records.
  - c) Supervise the implementation of publicity.
  - d) Promote and provide for the touring of UT productions, their transportation, housing, and other needs as required.
2. Initiate and implement ideas for the continued growth and development of the present program (i.e., audience development, workshops, guest artists).
  3. Schedule use of the performance facilities to meet the needs of the following (priority order):
    - a) The University Theatre program, TID faculty and staff, and TID students.
    - b) The campus community and off-campus events.
  4. Provide information to the faculty/staff concerning:
    - a) Current status of the budget and production costs.
    - b) Schedule of facility use.
    - c) Supplemental activities.
- c. SERVICE TO THE UNIVERSITY: The University Theatre program is seen as “a major window to the community” for the University.
1. Oversee the coordination of the performance season that exposes students and community to a variety of theatrical periods and styles.
  2. Engage in recruitment (e.g., tours, high school performances, “CMU and You Day” activities).
  3. Supervise UT publicity both on-and off-campus.
  4. Encourage cooperative programs with other campus departments and agencies.

(The above three service areas will be evaluated by a TID Area-approved evaluation form (See Appendix C). The Director of University Theatre may provide additional supporting materials such as unsolicited letters from University Theatre patrons, high school workshop teachers and participants, a log of “outreach” activities, and statements concerning the operation of the University Theatre program.)

**H.2 The Director of Debate and Forensics may use the following to demonstrate applicable service:**

**a. SERVICE TO UNDERGRADUATE STUDENTS:** This category relates to those students who are actively involved in the Debate and Forensic program.

3. Establish a tournament schedule consistent with student needs and abilities.
4. Arrange/hold practice and analysis sessions with students.
5. Attend tournaments with students as coach and critic/judge.

(These activities will be measured by a survey (see Appendix D) approved by the COM Area. Other criteria may include a log of activities.)

**b. SERVICE TO GRADUATE STUDENTS:** This category relates to those students who have an interest in becoming forensic educators.

1. Provide opportunities for graduate students to work directly with participants in the program.
2. Provide direction and training to graduate students in effective coaching techniques.
3. Provide training to graduate students in administering a forensic program and/or tournament.
4. Provide evaluation for graduate students working in the Debate and Forensics program.

**c. SERVICE TO THE AREA/DEPARTMENT:** The program serves in a co-curricular role for the Department.

1. Provide adequate practicum experience for students.
2. Recruit undergraduate and graduate students to the Debate and Forensics program.
3. Administer the Debate and Forensics budget and provide necessary paperwork in a timely fashion.

**c. SERVICE TO THE UNIVERSITY:** The Debate and Forensics program is seen as a “window to the community” for the University.

1. When appropriate, participate in tournaments and programs that are considered national in scope.

2. Attend and successfully participate in tournaments and programs at a regional level.
3. Provide programs for local organizations (e.g., provide workshops for coaches and students, provide training to judges of high school forensics).
4. Seek media visibility (local and state) for program activities.
5. Recruit high school students to the Debate and Forensics program.
6. Assist in placing graduate students associated with the Debate and Forensics program.

(These criteria might be measured by letters of evaluation from regional and national peers, a calendar of tournaments and workshops attended, a list of programs provided in the community, media clippings, an annual list of students attracted to the program, identification of placement of graduates (both B.A. and M.A.), and identification of pre-law/pre-professional students in the program.)

H.3 COM 101 Director may use the following to demonstrate applicable service:

- a. **SERVICE TO STUDENTS:** This category relates to those students enrolled in COM 101.
  1. Handle student complaints.
  2. Select appropriate assignments.
  3. Maintain high standards of instruction.
  4. Maintain an effective, standardized syllabus.
  5. Solicit student input/feedback and respond to same, as necessary.
  6. Select an appropriate textbook and workbook (if applicable).
  7. Keep office hours; be available to students.

(These criteria will be evaluated using Student Opinion Survey forms. Other materials may include unsolicited letters from students, evaluation of course materials by faculty and GTAs, evaluation of course materials by others outside of the University.)

- b. **SERVICE TO GTAs:** This category relates to GTAs, teaching sections of COM 101.
  1. Train GTAs and provide additional feedback and support throughout the academic year.

2. Supervise the observation of GTA teaching and arrange for feedback.
3. Maintain resources for teaching COM 101 and add new materials, as needed/available.
4. Solicit GTA feedback concerning assignments, course policies, etc.
5. Develop the syllabus and daily schedule for COM 101.
6. Write and provide for the scoring of exams.
7. Provide supplementary teaching materials.
8. Keep office hours; be available to COM 101 faculty as needed.

(These criteria will be evaluated by an COM Area approved survey (see Appendix E) administered at least annually to current graduate teaching assistants. Other materials may include unsolicited letters from GTAs, listing of materials created/maintained for GTA use, presentation of course syllabus for critique by committee.)

c. SERVICE TO COM AREA.

1. Keep COM Area informed about course policies and procedures and change in same.
2. Seek COM Area advice before making changes.
3. Handle day-to-day issues related to COM 101 (scheduling of courses, assignment of GTAs to sections, arranging for assignments, etc.).

(These criteria will be evaluated using an COM Area approved survey (see Appendix E) administered to the COM area.)

d. SERVICE TO DEPARTMENT.

1. Handle student complaints/grievances.
2. Supervise GTAs.
3. Serve as liaison with other facilities (i.e., Testing Center, Academic Advising).
4. Participate in GTA selection.
5. Maintain credibility of the course within the University.

e. SERVICE TO THE UNIVERSITY.

- (a) Establish criteria for taking COM 101 Credit by Examination (and administer this process as needed).
- (b) Maintain consistency and high standards across all sections of the course.
- (c) Work with Student Disability Services to provide for the “special” needs of students.
- (d) Seek information about other basic courses as a way to improve COM 101.

H.4 Scenic and Lighting Designer

a. SERVICE TO THE TID AREA

- 1. The work of the Scenic and Lighting Designer has a direct impact on many elements of the production process. To gauge the effectiveness of that work, the TID Area may evaluate the following:
  - a. Oral and written communication with directors and other design/technical personnel;
  - b. Timeliness, quality and completeness of working drawings, models, elevations, etc.;
  - c. Time management;
  - d. Budget management; and
  - e. Other relevant aspects related to the design of scenery and lighting.