

School of Rehabilitation and Medical Sciences
Departmental Procedures, Criteria, Standards, and Bylaws

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(Prepared by Faculty Personnel Services)

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**School of Rehabilitation and Medical Sciences
Departmental Procedures, Criteria, Standards, and Bylaws**

I. NAME

The name of this academic unit shall be the School of Rehabilitation and Medical Sciences (SRMS). The school is composed of two divisions: (1) Physical Therapy and (2) Physician Assistant.

II. PURPOSE

The purpose of SRMS at Central Michigan University is to advance knowledge, learning, professional behaviors, and excellence in the science and art of clinical practice.

III. MEMBERSHIP

The total membership of SRMS shall include faculty, staff, and students employed or enrolled in the academic programs within SRMS.

- A. **Voting.** Faculty members with an appointment fraction of 0.5 or greater, as specified in their letter of appointment, shall be eligible to vote on motions and in school elections during the term of their appointment. However for personnel decisions and approval of bylaw changes, temporary faculty members shall not be eligible to vote.

IV. GOVERNANCE AND PARLIAMENTARY AUTHORITY

- A. **Locus of Responsibility.** The locus of responsibility for curriculum, budget, personnel and students within SRMS resides with the respective divisions. An Administrative Council with proportional representation from each division will coordinate and administer issues of common interest across the divisions.
- B. **Decision-Making Authority.** The voting faculty of the respective divisions has decision-making authority within their respective divisions. Responsibility and authority for specific duties shall be delegated to the Division Director by the voting members of the division, or as specified elsewhere in these bylaws, and shall be reflected in the appointment letter of the Division Director. Accreditation guidelines for each program within a division shall be consulted in the determination of responsibilities delegated to a Division Director.
- C. **Conduct of Business.** Unless specified elsewhere in these bylaws, business of the school and divisions will be conducted according to Policies and Procedures developed and maintained by the school or respective division. Whenever possible, decisions or recommendations of faculty, committees or the Administrative Council will be made by consensus. However when a consensus cannot be reached, or when a recorded vote is otherwise deemed necessary, decisions and recommendations will be made by majority vote of the faculty present at a meeting.
- D. **Parliamentary Authority.** At any faculty or committee meeting where business is not proceeding in an orderly manner, and/or where the legitimate voice of a faculty member is not being heard, the chair of the meeting shall revert to conducting business, including decisions and voting, according to *Robert's Rules of Order Newly Revised*. Any voting member of the faculty or of a committee

may call for business to be conducted according to *Robert's Rules* at any time. When such a call is made, the chair of the meeting shall immediately begin conducting business according to *Robert's Rules*.

V. SCHOOL OFFICERS

- A. **Categories of Officers.** The categories of officers shall be 1) the Division Director for those divisions that are part of SRMS and 2) the Representative Chair of SRMS.
- B. **Responsibilities of Officers**
1. **Division Director.** The Division Director is the administrative officer and primary representative of the academic discipline to which he/she belongs. The specific tasks for which the Division Director takes responsibility and accountability are those duties outlined in the CMU/CMUFA Agreement (Agreement) as duties of the Department Chair.
 2. **Representative Chair.** The Representative Chair shall represent the School in University activities that require Chair participation. Those responsibilities will be determined by the Administrative Council.
- C. **Election of Officers**
1. **Division Director.** The Dean of The Herbert H. and Grace A. Dow College of Health Professions, in consultation with members of the division and with approval by a majority vote of eligible faculty members in the respective division, shall recommend division directors for appointment by the Provost. The Division Director shall be appointed to a five year term with evaluation and reappointment, if appropriate, taking place at the end of the fourth academic year (May) of each five year term. Reappointment shall follow the same procedure as the initial appointment and require a majority vote of the eligible members. If the Division Director is not recommended for reappointment by the Dean or is not approved by the members, then the Dean of the College will initiate the process of appointing a new Division Director. The division directors shall possess qualifications and characteristics that conform to the accreditation guidelines for the professions within the division.
 2. **Representative Chair.** The Representative Chair shall be one of the Division Directors, elected by a majority vote of the eligible faculty of SRMS. The Representative Chair will be elected in odd numbered years, to a two-year term that is to begin on July 1.

D. Remuneration of Officers

1. **Division Director.** The Division Directors shall receive remuneration equal to 80% stipend of a Chair as specified in the Agreement.
2. **Representative Chair.** The Representative Chair of the School shall receive a Chair stipend, as specified in the Agreement, in lieu of the stipend of a Division Director.

E. Annual Review of Division Directors and Representative Chair

1. SRMS Division Director Evaluation

- A. At the beginning of each Fall semester, a Personnel Committee representative of each Division will initiate the annual review of the Division Director.
- B. The voting faculty members shall be given the opportunity to evaluate the performance of the Division Director using a division approved review instrument consisting of a series of objective statements to be rated. The statements will reflect the Division Director's duties as specified in the SRMS Procedures, Criteria, Standards, and Bylaws. The faculty will individually rate the Division Director's performance on each statement and have the opportunity to provide narrative feedback on each statement.
- C. The Personnel Committee representative will prepare a written summary of the review materials and present them to the Division faculty for approval. Following the Division meeting at which the performance review is approved, the Personnel Committee representative will meet with the Division Director to share the written performance data/feedback from the objective measures and the final written report before forwarding the report to the Dean of the College of Health Professions.
- D. This procedure does not replace the reappointment review in the fourth year of each five year term described in C-1 above.

2. Representative Chair Evaluation

- A. At the beginning of the Fall semester, the Personnel Committee representatives of each division will initiate the annual review of the Representative Chair.

- B. The voting faculty members of each division shall be given the opportunity to evaluate the performance of the Representative Chair using a review instrument approved by both divisions consisting of a series of objective statements to be rated. The statements will reflect the Representative Chair's duties as specified in the SRMS Procedures, Criteria, Standards, and Bylaws. The faculty will individually rate the Representative Chair's performance on each statement and have the opportunity to provide narrative feedback on each statement.
- C. The Personnel Committee representatives will prepare a written summary of the review materials and present them to the School faculty for approval. Following the School meeting at which the performance review is approved, the Personnel Committee representative will meet with the Representative Chair to share the written performance data/feedback from the objective measures and the final written report before forwarding the report to the Dean of the College of Health Professions.
- D. This procedure does not change the reappointment procedure for the Representative Chair described in C-2 above.

VI. ADMINISTRATIVE COUNCIL

- A. **Composition.** The Administrative Council (AC) shall consist of the Division Director from each of the academic divisions in SRMS and one additional representative from each of the divisions. The additional representatives will be elected on odd numbered years by the eligible membership of the division to two year terms.
- B. **Responsibilities.** The Administrative Council (AC) will serve as an advisory board to the Division Directors and the Representative Chair of the School. The AC will be responsible for determining policies that affect more than one division. The AC will not have authority for policies unique to specific divisions.
- C. **Presiding Officer.** The presiding officer for the AC shall be the Representative Chair of SRMS. The Representative Chair of the School shall be responsible for maintaining minutes, setting agendas, and presiding over the meetings.

VII. COMMITTEES

- A. **Standing Committees.** Each division within the school shall have the following standing committees: Personnel Committee and Curriculum Committee.
- B. **Special Committees.** Special committees to deal with issues related to the whole school may be created by majority vote of the voting members of the school, or

by the AC of the school, as needed. Special committees to deal with issues specific to a division may be created by majority vote of the voting members of the respective division, or by the Division Director of the division, as needed.

- C. **Appointment.** Except as provided elsewhere in these bylaws, the chair and members of school committees will be appointed by the school Administrative Council. Except as provided elsewhere in these bylaws, the Division Director of each division will appoint the chair and members of their respective division committees, with approval of the voting faculty of the division. Representation, qualifications and term of committee members for all standing committees will be in accordance with the respective school or division policies for the committees.
- D. **University and College Committee Appointments.** Representation on university and college committees shall be determined in accordance with college and university requirements. Eligibility for college and university appointments shall be based on college and university guidelines for the position. In the absence of such guidelines all voting members in SRMS shall be eligible. The AC in consultation with the school faculty shall make nominations for SRMS representatives on university and college committees and to the university academic senate. Individual faculty members may self-nominate, if they are eligible for the position. When more than one faculty member is nominated for a position, then the appointment shall be made based on a majority vote of the voting faculty in SRMS.

VIII. MEETINGS

- A. **School Meetings.** There shall be a regular meeting of the school at least once each Fall and once each Spring semester. Special meetings may be scheduled as needed to conduct business of the school in a timely manner. The Representative Chair shall call all school meetings at dates and times determined by the AC, and consistent with the requirements of VIII.C. of this article. The Representative Chair shall preside over school meetings, and shall determine the agenda with input from the AC. If the Representative Chair is unavailable, the AC shall determine the agenda and select an alternative person to preside over a school meeting.
- B. **Administrative Council Meetings.** There shall be a regular meeting of the AC at least monthly. Regular meetings may be scheduled more frequently if determined necessary for the timely conduct of business. Special meetings may also be scheduled if necessary. The Representative Chair shall preside over AC meetings, and shall determine the agenda with input from council members. If the Representative Chair is unavailable, the AC shall determine the agenda and select an alternative person to preside over an AC meeting.
- C. **Division Meetings.** There shall be a regular meeting of each division at least monthly throughout the Fall and Spring semesters. Regular meetings may be

scheduled more frequently if determined necessary for the timely conduct of business. Special meetings may also be scheduled if necessary. The Division Director shall preside over division meetings, and shall determine the agenda with input from the faculty. The Division Director shall also be responsible for maintaining minutes of the meetings.

If the Division Director will be unavailable for a division meeting, the Division Director shall appoint an alternative person to preside over the meeting. If the Division Director is unable to determine the agenda and/or appoint an alternative person to preside over a division meeting, the faculty shall determine the agenda and select a member to preside over the meeting.

- D. **Meeting Times and Location.** All official meetings for the conduct of business shall be scheduled Monday through Friday, and between 8:00 a.m. and 5:00 p.m. All regular meetings shall be conducted on the main campus of the university and shall be scheduled at a time when the majority of voting members are unencumbered by regularly scheduled teaching assignments.

Whenever possible, meeting agendas and minutes from a prior meeting shall be distributed at least 24 hours prior to a scheduled meeting. In the absence of 24 hours prior availability, any voting member of a meeting may delay action on a related item.

Exceptions to the time and location requirements of this section may be made for a subsequent meeting by a two-thirds majority of the voting members present at a regular meeting.

Exceptions to these time and location requirements may also include alternative meeting venues that allow real-time, synchronous communication by voice or written word (such as telephone conference calls, video conferencing, and network “chat”), so that any voting members who wish to participate in a meeting may do so without being physically present.

- E. **Voting and Quorum.** All decisions at a school, division, AC or committee meeting, whether by consensus or vote, shall require a quorum to be present at the time of the decision. Members shall be considered present at a meeting if they are physically in attendance at a meeting or if they are in real-time synchronous communication with the meeting. A quorum will consist of at least 50% of the members with voting status for the meeting. Except as specified elsewhere in these bylaws, decision shall be made by a simple majority of votes present. Any voting member present at a meeting may require a confidential ballot for any motion put to a vote.

If a member with voting status for a meeting is unable to participate at the time of the meeting, they may submit their opinions in advance to the person presiding

over the meeting, who will be obligated to share those opinions with the members present prior to any relevant votes. No proxy or absentee votes shall be permitted.

IX. HIRING, TENURE AND PROMOTION, AND LEAVES

A. **Procedures for Hiring New Faculty.** The Herbert H. and Grace A. Dow College of Health Professions guidelines for hiring new faculty shall be followed for all appointments.

1. **Temporary and Adjunct Faculty.** The determination of a need for temporary or adjunct faculty shall be made by the Division Director in consultation with the division faculty. The identification of potential temporary or adjunct faculty shall be initiated upon approval of the Dean of the college, and proceed in accordance with university personnel policies. The final selection of temporary and adjunct faculty shall be made by the Division Director in consultation with division faculty. If a temporary position is to exceed 0.5 FTE for an academic year, then the policies that pertain to the hiring of regular faculty shall be followed (see IX.A.2. of this section).
2. **Regular Faculty.** After the Dean of the college has approved a search for a position the Division Director shall appoint a search committee. The search committee shall be composed of a minimum of three members with one member from outside the division. The specific composition of each search committee will be determined by the Division Director in consultation with the division faculty and in compliance with division and college policies.

The search committee shall prepare the position announcement, conduct the search and evaluate candidates in compliance with university and college guidelines. Upon completion of the evaluation of candidates, the search committee shall provide the division faculty a list of acceptable candidates placed in the order of preference. The voting faculty of the division shall approve or modify the recommendations of the search committee. The recommendation of the division faculty shall be forwarded to the Dean of the college.

3. **Professional Faculty.** Faculty may be hired as professional faculty under the same procedures described for regular faculty. Professional faculty appointments shall be of predetermined length, but no less than 2 years. Professional faculty shall not be eligible for tenure, but shall be appointed with an assignment of rank comparable to those for regular faculty. Professional faculty shall be reviewed after the first year of the initial appointment, and at least every other year thereafter. The criteria and standards for reappointment shall be determined by the Division Director, and approved by the voting faculty of the division and the Dean of the

college prior to the offer of an appointment. The criteria and standards for reappointment shall be provided in writing to the candidate.

Professional faculty with full-time appointments shall be reviewed for promotion to a higher rank according to the same criteria and standards as regular faculty, except that the requirement for a terminal degree for appointment to associate or full professor rank shall not apply. Approved promotions would occur at the next reappointment following the professional faculty members' review.

Professional faculty member appointments may be terminated prior to the completion of their appointment term with a minimum notice of three months. A decision regarding renewal or non-renewal of a professional faculty member's appointment (at the end of an appointment term) must be given to the faculty member at least six months before the scheduled end to that appointment.

B. Procedures for Reappointment, Tenure, and Promotion.

1. **Eligibility.** Full time regular faculty members are eligible to apply for reappointment, tenure or promotion based on the criteria for length of service as outlined in the Agreement. In addition, unless otherwise stated in their appointment letter or other written communication from the Dean or Provost, faculty members shall possess a terminal (doctoral) degree or equivalent in order to be eligible for tenure or appointment to associate or full professor. It is the responsibility of each faculty member to be familiar with the Agreement and these Bylaws to determine when they are eligible for reappointment, tenure or promotion, as well as the criteria and standards by which they will be evaluated.
2. **Application for reappointment, tenure or promotion.**
 - a. A faculty member who is eligible to apply for reappointment, promotion or tenure shall submit an application to the Division Director of the division in which the faculty member has their primary appointment. Submission of the application shall be made in compliance with the calendar requirements outlined in the calendar for tenure and promotion in the Agreement. The application is to include a letter and portfolio addressing the faculty members' qualifications as required under IX.C. of this article.
 - b. The Division Director shall verify the eligibility of the faculty member and forward appropriate applications to the Personnel Committee of the division.

- c. The Division Personnel Committee shall evaluate the qualifications of the applicant as presented in the applicant's portfolio and make a written recommendation based on the criteria and standards for reappointment, promotion and tenure as outlined in IX.C. of this article.
- d. A written recommendation from the division Personnel Committee shall be sent to the Dean of the college in accordance with the calendar for reappointment, promotion and tenure in the Agreement.
 - i. Either the applicant or the Dean may request that the Division Director submit an additional recommendation, separate from that of the division Personnel Committee.
 - ii. A copy of all written recommendations shall be made available to the applicant upon receipt of a written request by the applicant to the Division Director.

C. Criteria and/or Standards for Reappointment, Promotion, Tenure, Professor Supplement, and Performance Review for Tenured Faculty.

All faculty members are required to assemble a portfolio of evidence to be considered in tenure and promotion reviews. The portfolio is to include content addressing each of the criteria, as well as all applicable standards under each criterion. As part of the portfolio it is the faculty members' responsibility to recommend specific point values for each standard, and provide appropriate documentation and/or justification for each recommendation. Approval or appropriate modification of recommended point values is the prerogative and responsibility of the personnel committee.

- 1. **Criteria.** In accordance with the Agreement, "criteria" refer to areas of evaluation. The areas of evaluation in which faculty members are to be evaluated include the following:
 - a. **Teaching** - Teaching is to include all instructional responsibilities assigned to a faculty member that can be identified by a CMU course number.
 - b. **Scholarly and Creative Activity** - Scholarly and Creative Activity is to include all scholarly and creative activities of the faculty member that are directly or indirectly related to their professional discipline and/or their assigned responsibilities within the university.

- c. **Service** – Service is divided into two categories. The first category includes activities that provide service that benefits the university and community. This includes service at the program, division, school, college and campus-wide levels as well as public service to the community. The second category of service is activity that is directly related to the faculty members’ professional discipline. This includes service to professional organizations and to agencies directly related to the profession.
2. **Standards.** In accordance with the Agreement, “standards” refer to the performance requirements to be applied to each criterion (area of evaluation). Each area of evaluation will have a unique set of standards by which faculty are to be evaluated.
- a. **Teaching Standards** - Every faculty member is expected to demonstrate effectiveness in teaching. Evidence of effectiveness in teaching will be reviewed in up to five categories as described in parts “i” through “v” of this sub-section. Demonstration of effectiveness in teaching must include evidence in both categories “i” (Student Perceptions of Teaching) and “ii” (Process of Teaching). Candidates must achieve a performance score of 6 or higher in category “i” and a score of at least 6 in category “ii”. Faculty members must also submit evidence of teaching effectiveness by presenting additional evidence in at least one of the three remaining categories (Outcome Assessment, Peer Assessment, Educational Support Activities).
 - i. **Student Perceptions of Teaching** - This will most often consist of data from SOS or SET surveys provided by the university. However individual faculty members may choose another instrument or additional instruments provided they have been approved by the university or division.
 - ii. **Process of Teaching** - Process of teaching is to include a statement of teaching philosophy, and examples of course materials that document the quality and organization of course content, as well as appropriateness and effectiveness of educational methodologies.
 - iii. **Outcome Assessment** - Outcome assessment refers to evidence of quality outcomes that are (in whole or in part) the specific result of identifiable instructional responsibilities of a faculty member. Such evidence includes but is not limited to results of outcome surveys of students, graduates or employers; standardized

examinations; performance assessments in clinical education; as well as other measures that demonstrate student achievement of major course and curricular outcome objectives.

- iv. **Peer Assessment** - Peer assessment of teaching refers to formal evaluation of specific aspects of a faculty member's teaching. It is to be performed by a person with credible knowledge and experience as an educator, as well as sufficient knowledge of the content area upon which the evaluation is to take place. Peer assessment is to be pre-arranged, including the time and content areas to be assessed, as well as the criteria by which the faculty member is to be judged and recommendations made. Where possible, peer assessment should also include description of changes made by a faculty member as a result of recommendations from peer assessment, and the results of those changes.

- v. **Educational Support Activities** - Educational support activities include academic advising, research advising for students doing Plan-B papers, serving on thesis or dissertation committees, serving as an advisor or speaker for student organizations, providing representation and advisement to students and potential students in career and major forums.

- vi. **Clinical Activities** – Clinical activities include activities that enhance and support the teaching of clinical skills to students within the programs. This category includes attending clinical education courses, attaining professional certifications, university course work that is related to clinical skills, and clinical practice in specialized area. Scores in this category cannot be applied toward the minimum 30 points in teaching.

Each faculty member must accumulate a minimum of 30 points for teaching effectiveness. This is to include at least six or more points in category "i" and at least six or more points in category "ii". Points achieved in Section vi., Clinical Activities, cannot be counted toward the minimum 30 points. Faculty members who present evidence of teaching effectiveness beyond the minimum may accumulate up to 60 points toward their numerical score in the evaluation process. Point accumulations for evidence of teaching effectiveness are to be based upon evidence accumulated since the faculty member's initial appointment or most recent promotion.

Point values for evidence of teaching quality are indicated in the following table:

Point Values for Assessment of Teaching
30 - 60 points

i. Student perceptions of Teaching (required)					
Exceptional*			Unacceptable#		
15	12	9	6	3	0
<p>* Exceptional scores reflect high numerical scores on student surveys, as well as a preponderance of written student comments that reflect a high degree of student satisfaction with the instruction provided by the faculty member.</p> <p># Unacceptable scores reflect low numerical scores on student surveys and a preponderance of written student comments that reflect low student satisfaction with the instruction provided by a faculty member.</p>					
ii. Process of Teaching (required)					
Exceptional*			Unacceptable#		
15	12	9	6	3	0
<p>* Exceptional scores require a clear, coherent and consistent teaching philosophy that is grounded in educational theory and research. It also requires that the content of the course is current, accurate, well organized, and delivered in the most appropriate manner for the type of material, curricular objectives and learner needs.</p> <p># Unacceptable scores reflect a lack of teaching philosophy or one that is ill conceived. It may also reflect a course that is out of date, inaccurate, poorly organized and/or not delivered well.</p>					
iii. Outcome Assessment (optional)					
Exceptional*			Unacceptable#		
10	8	6	4	2	0
<p>* Exceptional scores require clear and convincing evidence that the faculty members' contributions to the education of students in their respective programs contribute to positive outcomes for the students and program, and has a direct influence on those outcomes.</p> <p># Unacceptable scores reflect a lack of evidence for positive outcomes, or evidence of negative influence on the outcomes for the students and/or program.</p>					

iv. Peer Assessment (optional)					
Exceptional*			Unacceptable#		
10	8	6	4	2	0
* Exceptional scores require high ratings on a comprehensive and methodical peer evaluation by an appropriate evaluator, as well as positive, productive changes to improve instruction in response to applicable recommendations made by the evaluator.					
# Unacceptable scores reflect low ratings on peer evaluation and insufficient or inappropriate responses to recommendations for improvements.					
v. Educational Support Activities (optional)					
Exceptional*			Unacceptable#		
5	4	3	2	1	0
* Exceptional scores require continuous involvement in educational support activities, demonstrated leadership, and high quality contributions.					
# Unacceptable scores reflect a lack of involvement in educational support activities and/or little or no contributions to the activities in which faculty are involved.					

vi. Clinical Activity (1-5 pts)		
	Hours	Points
Active clinical practice in the faculty member's professional discipline (total for the evaluation period, including practice-oriented clinical fellowships)	100 – 199	1
	200 – 499	2
	500 – 999	4
	1000 or more	5
Coursework relevant to teaching responsibilities (1-5 pts)		
Academic coursework relevant to the faculty member's professional discipline, related degree pursuits, or responsibilities within the university (per semester hour of credit)		
Participation in professional development seminars/workshops (per 10 hours of participation)		
Individual continuing professional education not included within other activities related to scholarship, teaching, or service (per 10 hours of participation)		

- b. **Standards for Scholarly and Creative Activities** - Every faculty member is expected to maintain a program of scholarly and creative activity that results in evidence of bona fide (credible) achievement. Such activities include research and development relevant to the faculty member's professional discipline and/or

assigned responsibilities within the university. It must also include appropriate dissemination of the products of those activities.

Scholarly and creative activities are to be judged for their quality and impact on the professional discipline and/or on the university community. In order for the product of a faculty member's scholarly and creative activities to be considered, there must be evaluation to verify the quality of the product, as well as the magnitude of the faculty member's contribution to the product. Such verification may be an integral part of the peer review process for a journal publication, or it may be in some other form.

It is the faculty member's responsibility to assemble credible evidence of the quality and impact of a product, as well as their contribution to the product, in order to demonstrate its merit in the tenure and promotion process.

Each faculty member must accumulate a minimum of 30 points in the criterion of scholarly and creative activities for tenure. A minimum of 30 points must also be accumulated for promotion in academic rank. If otherwise eligible, a faculty member may seek tenure and promotion at the same time, counting the same points toward both. In all cases, at least 12 points must be from "Tier I" scholarly and creative activities as defined in the table below. Faculty members who present sufficient evidence of scholarly and creative activities beyond the minimum may accumulate up to 50 points towards their numerical score in the evaluation process.

In most cases point values for scholarly and creative activities are to be based upon evidence accumulated since the faculty members' initial appointment or most recent promotion. Faculty members who are eligible to be considered for promotion or tenure before they have been in SRMS for four years, may supplement evidence accumulated in SRMS with additional evidence accumulated during the most recent four years in another CMU appointment or in another capacity outside the university. The proportion of points allowed for scholarly work preceding an appointment in SRMS must not exceed the proportion of time allowed for consideration prior to an appointment in SRMS. Point values for scholarly and creative activities are indicated in the following table:

Point Values for Assessment of Scholarly and Creative Activities *
30 - 50 points (at least 12 points from Tier I)

Tier I Scholarly and Creative Activities (minimum of 12 points required) **		
Author of a paper in journal approved as Tier I by the respective division	Major contributor	12
	Minor contributor	6
Author of a book	Sole contributor	12
Author of a book chapter	Major contributor	12
	Minor contributor	6
Editor of a book		12
Editor of a Tier I professional journal	Editor in chief	12
	Ed. Board Member	6
	Issue Editor	6
Author of a monograph, or a position paper published in a Tier I journal	Major contributor	12
	Minor contributor	6
Author of a scholarly proposal for an external grant or fellowship that is approved (>\$10,000)	Major contributor	12
	Minor contributor	6
Publication of a significant instructional resource (other than a written document) for broad public and/or professional use	Major contributor	12
	Minor contributor	6
Tier II Scholarly and Creative Activities ***		
Author of an article in a journal not approved as Tier I by the respective division, or in a magazine, newsletter or newspaper	Major contributor	6
	Minor contributor	3
Author of a major position paper published in a non-Tier I journal or disseminated by other substantive means	Major contributor	6
	Minor contributor	3
Author of a scholarly proposal for a small external grant or fellowship that is approved (<\$10,000)	Major contributor	6
	Minor contributor	3
Author of a scholarly proposal for a large internal grant or fellowship that is funded (<\$10,000)	Major contributor	4
	Minor contributor	2
Author of a scholarly proposal for a large internal grant or fellowship that is funded (>\$1,500)	Major contributor	2

Author of a scholarly proposal for a small internal grant or fellowship that is funded (<\$1,500)	Major contributor	1
Platform or poster presentation at national or international professional meeting	Major contributor	3
	Minor contributor	1
Platform or poster presentation at state or local professional meeting	Major contributor	1
Book/paper review writer for journal (each review)	Sole contributor	1
Grant reviewer (each grant)	Sole contributor	1
Manuscript reviewer (each manuscript)	Sole contributor	1
Item writer for professional licensing or other competency exam	Sole contributor	1
Author of a resource document for the university, college, school or division	Major contributor	3
	Minor contributor	1
Author of an accreditation self-study document for the university, college, school or division	Major contributor	3
	Minor contributor	1
Author of a major proposal for a new program in the university, college, school or division	Major contributor	3
	Minor contributor	1
Author and developer of a significant instructional resource (other than a written document) for use within the university	Major contributor	3
	Minor contributor	1

*For each item submitted the faculty member is to provide a brief description of the product that will allow reviewers to judge the quality and impact of the product, as well as their personal contribution to the product. Specific evidence of quality, impact and contribution should be cited wherever possible.

**Tier I products are those of highest quality and impact on the discipline or university. Each division will maintain a list of journals that are central to the discipline and in which publications may qualify for Tier I credit.

***Tier II scholarly and creative activities are important professional contributions, but have lesser impact within the discipline or university.

In addition to the activities and products included in the tables, faculty members may submit evidence of other scholarly and

creative activities for consideration. In order to be counted there must be credible evidence of the quality and impact of other activities. Evidence of quality should include some form of evaluation of the activity and/or product, and evidence of impact should include description of the dissemination of the product. Point values requested/awarded for other activities should be justified on a comparative basis relative to the activities and products listed in the table above.

- c. **Standards for Service** - Every faculty member is expected to participate in active service to the university. Such activities are generally related to participation on university, college, school or division committees, or other activities that provide services to students and facilitate the business of the university.

Faculty members may also receive credit for public service directly related to their professional discipline. Such activities may include volunteer service to professional organizations, government, community, school or other organizations.

Service activities are to be judged according to the importance of the activity to the organization, and the amount and quality of work contributed.

Each faculty member must accumulate a minimum of 30 points in the criterion of service activities for tenure, of which at least 12 points must be in service to the university, college and/or division. A minimum of 30 points must also be accumulated for promotion to a higher faculty rank, of which at least 12 points must be in service to the university. An eligible faculty member may seek tenure and promotion at the same time if they have accumulated 30 points since their initial appointment or last promotion, with at least 12 of those points in service to the university, college and/or division. Faculty members who present sufficient evidence of service activities beyond the minimum may accumulate up to 40 points toward their numerical score in the evaluation process.

In most cases point values for service activities are to be based upon evidence accumulated since the faculty member's initial appointment or most recent promotion. Faculty members who are eligible to be considered for promotion or tenure before they have been in SRMS for four years, may supplement evidence accumulated in SRMS with additional evidence accumulated during the most recent four years in another CMU appointment or in another capacity outside the university. The proportion of points allowed for service preceding an appointment in SRMS must not

exceed the proportion of time allowed for consideration prior to an appointment in SRMS. Point values for service activities are indicated in the following table:

Point Values for Assessment of Service Activities*

30 - 40 points

1. University Service (minimum of 12 points required)		
University, college, school or division standing committee (per year)	Chair	1 - 3
	Member	1 - 2
University, college, school or division task force (per year)	Chair	1 - 3
	Member	1 - 2
University, college, school or division ad hoc committees (per year)	Chair	1 - 3
	Member	1 - 2
Academic advisor to students (per year)		1
Advisor for student dissertation, thesis, Plan B or other scholarly activities outside the classroom (per product)		1
Academic advisor to a student organization (per year)		1
2. Professional Service Related to the Faculty Member's Discipline		
Officer or board member for a professional, government, community, school or other organization (per year)		1 - 3
Committee member for a professional, government, community, school or other organization (per year)	Chair	1 - 3
	Member	1-2
Unpaid Consultation for a professional, government, community, school or other organization (per year of appointment)		1-3
Major elected office for an international, national, regional or state organization (per year of appointment)		Officer or Board member 3-5
Committee participation for an international, national, regional or state organization (per year of appointment)	Chair	3
	Member	2
Professional recognition awards (per award)	International or national	2-5
	Regional or state	1-3
Completion or renewal of professional certification or licensure that requires examination or other verification of current competence (such as portfolio review and CEU/CME accumulations)		1-5

*For each service activity cited, the faculty member is to provide a brief description of the activity that will allow reviewers to judge the faculty member's role in the activity and the importance of the activity to the organization, and the amount and quality of work contributed by the faculty member. Specific evidence of the importance of the activity to the organization, and the amount and quality of work contributed should be cited whenever possible.

In addition to activities included in the table, faculty members may submit evidence of other service activities. In order to be counted there must be credible evidence that the activity was directly related to the faculty members' professional discipline and was of direct benefit to the organization served. Point values requested/awarded for other service activities should be justified on a comparative basis relative to the activities listed in the table above.

A summary of the standards for promotion and tenure is included in the table below. Faculty members must achieve the minimum standards for each of the criteria in the evaluation in order to receive a minimally favorable recommendation. In order to receive a strong recommendation the faculty member must substantially exceed the minimum requirements for at least two criteria and accumulate 120 or more points according to the point system delineated in the tables under this section.

Summary of Point Accumulations Necessary for Tenure and Promotion		
	Minimum Required Points	Maximum Point Accumulation Allowed
Teaching	30	60
Scholarly and Creative Activities	30	50
Service Activities	30	40
Total	90	150

D. **Leaves.** Members of SRMS shall be eligible for leaves according to the guidelines, criteria and requirements specified in the Agreement, and in university and The Herbert H. and Grace A. Dow College of Health Professions policies.

X. AMENDMENT OF BYLAWS

These bylaws may be amended by a two-thirds majority vote of the eligible school faculty at any regularly scheduled or special meeting, provided that notice of the meeting and the proposed amendments shall have been given to the voting members of the school at least 14 calendar days prior to the meeting. A valid notice shall include the complete text of the proposed amendment as well as the time and place of the meeting.