

DEPARTMENT OF TEACHER EDUCATION AND PROFESSIONAL DEVELOPMENT

DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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TEACHER EDUCATION AND PROFESSIONAL DEVELOPMENT

PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

Preamble

In this document are described the decision-making structure, the operating procedures, the evaluation criteria, standards, and the bylaws necessary to ensure that the departmental business specified below will be conducted in as fair and equitable a manner as is possible. Statements about the rights and responsibilities of department members are intended to allow for participation by bargaining unit faculty in each of the processes by which recommendations/decisions that affect each member of the department individually, and the department as a whole, are made.

I. Departmental Membership, Actions Requiring a Vote/Voting Privileges, and Voting Procedures

- A. **Membership** in the Department of Teacher Education and Professional Development (TEPD) includes any person who holds faculty rank in the department and carries either a full-time teaching/research/service load or at least a one-half time appointment.

Faculty rank includes professor, associate professor, assistant professor, and instructor.

Tenured, tenure-track, and non-tenure-track faculty who satisfy these criteria will be included in this membership. However, there will be some restrictions placed on non-tenure track faculty (see below).

Although students are not considered members of the department, their perspectives on department and university issues are valued. Membership on selected department committees may include student representation. Student representatives will be selected from a professional student organization recognized by the department.

B. Actions Requiring a Vote/Voting Privileges in the Department of TEPD are defined as follows:

1. Regular departmental business decisions. All department members are eligible to vote on these decisions except those outlined in #2 and #3 below which include the following:

Standing and ad hoc committee charges and recommendations
Budget recommendations
Actions which arise as a result of the department acting as a
“committee of the whole”

2. Personnel recommendations. Only tenured and tenure-track faculty are eligible to vote on personnel recommendations which include the following:

Appointment of new tenure-track faculty
Reappointment
Tenure
Promotion
Professor salary adjustment
Sabbatical leave
Selection of new Department Chairperson
Reappointment of Department Chairperson
Selection of temporary Department Chairperson

3. Bylaws revision decisions. Eligibility to vote on changes to these bylaws is restricted to tenured and tenure-track faculty.

C. Voting Procedures

1. A **quorum**, a simple majority of all department members, is required for departmental business including reappointment, promotion, tenure, sabbatical to be conducted in a regularly scheduled or special meeting. A positive recommendation of an application for RTP requires a majority of those eligible to cast a vote.
2. **Voting** will be conducted following the introduction and discussion of an agenda item. The Department Chairperson will note any restrictions on

the voting membership (as defined above) specific to an agenda item; and will ask for AYE, NAY, and ABSTENTION votes. The Department Chairperson or designee will tally the votes as appropriate to the type of balloting procedure.

3. A **majority** of those eligible to vote is required for the approval of motions before the department. Reporting of the results will immediately follow the tally of the votes.
4. The following forms of balloting will be used as appropriate at each regularly or specially scheduled department meeting:
 - a. Oral Ballot: Voting will be conducted orally by the Department Chairperson unless restricted as noted below.
 - b. Written Ballot: Voting by written ballot, including absentee balloting, will be conducted according to the following rules:
 - i. All personnel recommendations related to appointment, reappointment, tenure, and promotion of tenure-track faculty; professor salary adjustment; sabbatical; selection of a new Department Chairperson, reappointment of a Department Chairperson, and selection of a temporary Department Chairperson require the casting of a written ballot.
 - ii. All bylaws changes require a written ballot.
 - iii. A specific issue may become subject to a written ballot upon request to the Department Chairperson by a department member eligible to vote on that issue.
 - iv. A record of those participating in a written ballot will be made by the department secretary or a designee of the Department Chairperson.
 - c. Absentee Ballot: Department members who have filed absence forms because they will be unable to attend a regularly or specially scheduled meeting may request an absentee ballot for any scheduled election or voting matter from the department secretary. This policy applies to department members reporting the following reasons for absence: class or meeting conflicts; off-campus professional business appointments; absence due to sabbatical leave, sick leave, or leave without salary; absence due to assignment to other units within the University or to other institutions or agencies.

- d. Absentee ballots may be transmitted in hard copy (personally or by facsimile) or by e-mail and must be received by the departmental secretary by 4:50P of the work day prior to the scheduled department meeting. These ballots will be added to the appropriate pool of votes at the meeting.

II. Department Meetings

- A. **Regularly scheduled meetings** will occur at least once each calendar month during the academic year.
- B. **Special meetings** will be scheduled as necessary by the Department Chairperson. Department members will be given at least two work days notice of a special departmental meeting.
- C. **Agenda**
 1. Reports of standing committees and ad hoc committees will automatically become agenda items for each regularly scheduled departmental meeting. Committee chairpersons should submit to the Department Chairperson a list of action agenda items at least seven (7) calendar days before a scheduled meeting.
 2. Other agenda items for a regularly scheduled meeting must be submitted to the Department Chairperson at least seven (7) calendar days before a scheduled meeting.
 3. Distribution of agenda by the Department Chairperson will be made at least five (5) calendar days before regularly scheduled meetings. Special meeting agenda items will be included in the notification to faculty of the date, time, and place of the special meeting.
- D. **Attendance** at department meetings will be taken by the recording secretary. Faculty who cannot attend a specific meeting should complete a “Faculty Meeting Absence Form” if they wish to have the reason for absence noted in the department minutes.

III. Department Committees

- A. **Standing committees** currently include the following: Coordinating Council, Personnel Committee, Professional Concerns Committee, Assessment Committee, Undergraduate Curriculum Committee, Scholarship Committee, Technology Committee, and Graduate Studies Committee.

B. Eligibility Criteria and Committee Composition

1. **Only tenured and tenure-track faculty** are eligible to serve, as specified, on the following standing committees:
 - a. Coordinating Council: Three (3) faculty will be elected at large. The Department Chairperson and the Director of Student Teaching will also sit on this council as voting members.
 - b. Professional Concerns Committee: Three (3) faculty will be elected with representatives from the academic ranks of professor and associate professor.
2. **Only tenured faculty** are eligible to serve, as specified, on the following standing committee:

Personnel Committee: Five (5) faculty will be elected with representatives from the academic ranks of professor and associate professor.
3. **Any department member or student representative**, as defined in Section I.A., is eligible to serve, as specified, on the following standing committees. Student representatives will be selected as indicated:
 - a. Assessment Committee: Three (3) faculty will be elected at large, and one student representative will be selected by the committee chairperson based on availability for scheduled meetings.
 - b. Undergraduate Curriculum Committee: Four (4) faculty will be elected at large, and one student representative will be selected by the committee chairperson based on availability for scheduled meetings.
 - c. Scholarship Committee: Three (3) faculty will be elected at large, and one student representative will be selected by the committee chairperson based on availability for scheduled meetings.
 - d. Technology Committee: Four (4) faculty members will be elected at large.
4. **Any department member** who holds either associate or regular status on the graduate faculty and a student representative selected as indicated may serve on the following standing committee:

Graduate Studies Committee: Four (4) faculty members will be elected at large, and one graduate student representative will be selected by the committee chairperson based on availability for scheduled meetings.

5. The **Department Chairperson** will serve as an ex-officio, non-voting member of any standing committee.

C. Committee Election Procedures

1. The Department Chairperson will notify faculty of all vacancies and eligibility criteria on each standing committee for the next year no later than the regularly scheduled March faculty meeting.
2. Any eligible faculty member wishing to serve on a committee will make her/his intentions known in writing, by paper or e-mail, to the Department Chairperson within two (2) weeks after the March faculty meeting.
3. The Coordinating Council will prepare a written ballot of all qualified candidates and make it available to all faculty members no later than one week prior to the regularly scheduled April faculty meeting.
4. All marked ballots must be transmitted in hard copy, personally or by facsimile, or by e-mail and must be received by the departmental secretary by 4:05 p.m. of the workday prior to the April meeting.
5. Prior to the April meeting, Coordinating Council, along with the chair of the Personnel Committee, will tabulate the ballots.
6. The individual faculty members elected to each committee will be announced at the April meeting.
7. In the case of a tie, a run-off vote will be conducted at the April meeting.
8. Committees will officially commence their duties at the beginning of the Fall semester.

D. Terms of Office, Term Limits, Rotation of Terms

1. Coordinating Council: Three (3) years, with a limit of one term.
2. Personnel Committee: Three (3) years, with a term limit of two consecutive terms.
3. Professional Concerns Committee: Three (3) year term, with a limit of one term.

4. Assessment Committee: Three (3) year term, with unlimited service as determined by re-election. A student representative may be appointed for a term of one semester to one academic year.
5. Undergraduate Curriculum Committee: Three (3) year term, with unlimited service as determined by re-election. A student representative may be appointed for a term of one semester to one academic year.
6. Graduate Studies Committee: Three (3) year term, with unlimited service as determined by re-election. A student representative may be appointed for a term of one semester to one academic year.
7. Scholarship Committee: Three (3) year term, with unlimited service as determined by re-election. A student representative may be appointed for a term of one semester to one academic year.
8. Technology Committee: Two (2) years, with a term limit of two consecutive terms.
9. Rotations of terms of office will be initiated during the first term of a standing committee which has terms of office longer than one year. Members will be designated, as appropriate, three-year, two-year, or one-year term limits to initiate a rotation of committee members. This will be done to ensure consistency of service and induction of new members.

E. Standing Committee Responsibilities and Procedures

The charge to each standing committee is described in the *TEPD Faculty Handbook*. The charge of the Coordinating Council is listed below and in the *TEPD Faculty Handbook*. The *TEPD Faculty Handbook* includes statements of the purposes, responsibilities, and procedures of each standing committee, including procedures for the selection of a committee chairperson and a description of the duties of the committee chairperson. The charge and procedures of any standing committee may be modified by action of the department as an item of regular business.

1. Coordinating Council Charge:
Coordinating Council responsibilities:
 - a. Advise and assist the Department Chair in decision-making tasks related to departmental business. (This includes, but is not limited to: allocation of department resources and financial assets, selection and evaluation of temporary faculty, and student academic issues.)

- b. Advise and assist the Department Chair on any matter on which the Chairperson seeks Council member input.
- c. Provide advice and assist new faculty members.
- d. Organize and conduct an annual evaluation of the Department Chairperson.
- e. Conduct the faculty meetings for the reappointment, review, and recommendation of the serving Department Chairperson.
- f. Organize and conduct an internal search for a new Department Chairperson as needed.
- g. Actively seek input from faculty related to departmental business to better advise the Department Chairperson.
- h. Address items submitted by any department member to the Council in a timely manner.
- i. Other tasks and responsibilities as determined by the Department Chairperson and the Coordinating Council.

F. Special Committees

- 1. Special committees will be formed on an ad hoc basis at the discretion of the Department Chairperson.
- 2. The Department Chairperson will notify department members of the need for such committees and will consider all interested parties for membership, prior to forming committee.
- 3. The Department Chairperson will serve as an ex-officio member of all ad hoc committees.

G. Departmental Input and Committee Voting Procedures

- 1. Departmental members may provide oral input to individual committee members or may request, orally or in writing, of the committee chairperson time to speak to the convened committee. This notification should be given to the chairperson at least twenty-four (24) hours three working days before the scheduled meeting.
- 2. Written input for consideration in a committee decision should also be received by the committee chairperson at least twenty-four (24) hours three working days in advance of the scheduled meeting.

3. Voting on action items before the committee will be limited to committee members.
4. Committee voting procedures will be consistent with section I-C.

IV. Department Chairperson Term, Selection, and Responsibilities

A. **Term.** A Department Chairperson will ordinarily be recommended for an appointment for a term of one to five years. There is no limit to the number of terms an individual may serve in this position. During the semester prior to the end of a chairperson's term, the Coordinating Council will advertise to the TEPD Faculty the listing of duties and required and desired qualification of the chairperson. In addition, the Coordinating Council will describe the application and selection procedures and dates. All faculty members who are qualified may apply.

B. Selection

1. In the event that the Department Chairperson is not a candidate for another term, the Dean, with recommendations from the department, will determine whether an internal or an external search for a replacement will be conducted.
2. In the case of an internal search, the Coordinating Council will undertake this task as described below in section 3. Consideration will only be given to full time tenured department faculty members.

In the case of an external search, the Coordinating Council, with input from the department faculty, will develop a job description and advertisement for the chairperson position. The Personnel Committee, in accordance with University affirmative action and search policies and procedures, will conduct the external search. The successful candidate must present credentials that support appointment at the Associate or Full Professor level and be eligible for tenure within the department.

3. The Coordinating Council will use the following procedures when conducting a search for an internal candidate:
 - a. Advertise the position to all full-time tenured departmental faculty members, listing the duties and outlining required and desired qualifications. The announcement will also clearly outline the application procedure.
 - b. Establish a deadline for the receipt of the candidate materials.

- c. Organize the candidate materials and make them available to tenure and tenure track faculty for review.
- d. Facilitate meetings between the candidates and faculty at which the candidates may respond to questions from any faculty member.
- e. Facilitate a meeting at which tenure and tenure track faculty may vote by written ballot for the candidate of their choice. Voting may occur at a regular department meeting or a special meeting appropriate to the timeframe in which the recommendation must be made.

4. Interim Department Chairperson Appointments

- a. In the event of a temporary vacancy in the Department Chairperson position due to a sabbatical leave, a medical leave, or another acceptable reason for the absence, the Coordinating Council will advertise the position to all full-time, tenured department faculty members.
- b. At the first regularly scheduled department meeting following the announcement of the temporary vacancy, the committee will report the names of department faculty who have indicated an interest.
- c. At that time, or at another time approved by a majority of members eligible to vote on this personnel issue, a written ballot for temporary Department Chairperson will be conducted.
- d. This recommendation will be forwarded to the Dean. The recommended term will normally be for the period of the Department Chairperson's leave and not extended beyond one semester.
- e. Any extension of the term beyond one semester must be recommended to the Dean by the faculty eligible to vote on this issue, but for a time period of not more than two (2) years of total temporary service.

C. Responsibilities

CMU describes the general responsibilities of individuals serving in the leadership position of Department Chairperson in the document "Duties of the Department Chairperson, Central Michigan University." A copy of this description is included in the *TEPD Faculty Handbook*.

In addition, the Chairperson of the Department of Teacher Education and Professional Development will:

1. Determine the need for, define the duties of, and select individuals to assist her/him.
2. Prepare a yearly budget and present it to the department for approval through a vote as early as possible in the Fall Semester.
3. Approve faculty requests for the purchase of books, journal subscriptions, supplies, and equipment.
4. Evaluate physical plant facilities and make office space allocations and assignments.
5. Assign specific tasks to the appropriate standing department committees, and form special ad hoc committees as necessary to complete departmental work.
6. Serve as an ex-officio member of any department committee.
7. Prepare and disseminate agenda for Coordinating Council and regular and special department meetings.
8. Include in the agenda for the last department meeting of the year a listing of departmental committee vacancies and eligibility criteria.
9. Chair the regular and special meetings of the department.
10. Develop and publish the schedule of courses and teaching assignments for each semester and the summer sessions according to procedures described in the *TEPD Faculty Handbook*.

D. Evaluation of a Serving Department Chairperson

Coordinating Council will conduct an annual evaluation of the Department Chairperson. The Council will survey all department faculty members (full-time and part-time), will compile the results, and will present those results to the faculty for discussion during a time set aside for that purpose at the regularly scheduled April faculty meeting. The Department Chairperson will be given feedback on the survey results and the faculty discussion in a timely manner by Coordinating Council. Both the survey and oral discussion results will be summarized by the Coordinating Council and distributed to the faculty and the Dean yearly. This survey addresses the major responsibilities of the department chairperson based upon the duties identified by the university and the department.

V. Department and Individual Professional Responsibility – General Overview

Each tenured and tenure-track member of the department holds a faculty position involving responsibilities for teaching/supervision, research/scholarship, and service. In addition, each is responsible for her/his continuous professional growth. This section of the bylaws establishes the basic expectations for the individual department member and identifies the obligations of the department in providing appropriate support for meeting those obligations.

A. Teaching and/or Supervision of Teacher Candidates

Each individual faculty member will teach courses and/or coordinate the placements and supervision of student teachers as a major responsibility.

1. **Qualifications for Assignments.** The assignment of an individual faculty member to carry out a specific teaching or supervision responsibility must be based on an appropriate record of prior educational and/or professional accomplishment. As needed, at the request of the individual faculty member or Department Chairperson, a member of the department may be assigned to a teaching or supervision responsibility other than one to which he or she has previously been assigned. Although the Department Chairperson has considerable discretion in making teaching/supervising assignments, the Coordinating Council and/or the Personnel Committee may be expected to provide advice when there is a question about whether or not an individual is qualified to undertake an assignment.
2. **Teaching Loads.** A faculty load of 9-12 semester hours per academic semester will be the standard for a full-time teaching assignment. Typical class size will be 30-35 students per section for undergraduate courses and 20-25 students per section for graduate courses. Although departmental scheduling will try to accommodate these class sizes, there are occasions when class sizes may need to be larger or smaller to satisfy student and/or program needs. For individual faculty members who supervise student teachers, a load not to exceed 18 students per semester and responsibility for teaching the accompanying three credit seminar will be the guideline for a full-time assignment. Assignments may be appropriately prorated combinations of teaching and supervision of student teachers.
3. **Teaching Schedules.** Scheduling of teaching assignments for each semester and summer session will be a responsibility of the Department Chairperson. The schedule will consist of courses and times designed to best serve programmatic needs. Each faculty member will be expected to teach at least one evening or weekend class during the academic year. In developing the schedule for a semester or summer session, the Department Chairperson must give balanced consideration to the following factors:

- a. Faculty preference as expressed in a survey questionnaire;
- b. Student need and preference as expressed in registration data or in communications with the Department Chairperson;
- c. Availability of appropriate space in which to schedule the course;
- d. Program requirements and the need to avoid scheduling required courses at conflicting times.

Even though individual faculty members have other professional responsibilities, consideration of the points listed above cannot be construed to mean that a faculty member on a full-time assignment is entitled to a schedule which allows him or her to be available fewer than five days per week.

- a. **Schedules/Assignments for the Coordination and Supervision of Student Teaching.** Schedules for faculty supervising student teachers will be based on the schedules of the schools with which they are assigned to work. The assignment of faculty to sites for supervising student teachers will be the responsibility of the Director of Student Teaching in consultation with the Department Chairperson. Faculty members hired to supervise student teachers in a location distant from the campus may expect continued assignment to that location as long as an appropriate number of student teachers request or are willing to accept student teaching assignment in that area. Individual faculty members whose assignment is a combination of on-campus teaching and supervision of student teaching may be given special preference in the scheduling of courses and the location of student teaching placements

B. Scholarship, Research and Creative Activity

Each faculty member during her/his probationary period is expected to engage in scholarship sufficient to ensure adequate and timely progress toward tenure and to maintain the intellectual integrity and relevance of the courses he/she teaches.

Based on individually developed plans for professional growth, including advancement in rank, individual faculty who have earned tenure are expected to engage on a sustained and continuous basis in scholarly and creative activity which will result in presentations, publications, or other opportunities for their work to receive appropriate review by a scholarly audience. In addition, the continuing involvement of a department member in a program of research and scholarship should be sufficient to inform the process of revising and updating syllabi for department courses, reviewing and renewing the curriculum, and modeling for students the essential methods of inquiry and analysis of the discipline.

C. **Professional Growth**

The responsibilities of each department member for continuing professional growth may be met by a wide variety of activities including continuing participation in state, regional, national, and/or international associations relevant to the faculty member's discipline and special expertise within the discipline.

As a matter of policy, the department encourages professional growth activities and, where possible, financially supports those which have the potential to increase the teaching effectiveness, research activities, and service obligations of its members. As a matter of long-standing practice, the most frequent form of support is the reimbursement of travel expenses incurred when faculty attend/participate in professional meetings and/or engage in other types of travel for professional purposes. Travel expense funds will be made available on an annual basis to the extent funds exist for this purpose.

D. **Service to the Department, College, University, and K-12 Educational Community**

Each tenured and tenure-track faculty member is expected to advise students; to contribute to the department goals; to participate in the governance of the department, college, or university through committee service; and/or provide consultation and assistance to K-12 education agencies.

1. **Office Hours for Advising.** To meet their advising responsibilities, faculty members are expected to be available to students and prospective students for at least five hours per week during the Fall and Spring Semesters and three hours per week during a summer session assignment. Individual faculty members with less than full-time appointments, alternative assignments, or assignments which combine teaching and supervision of student teachers will have prorated advising hours. The times a faculty member is available should be publicly posted and listed with the Department Chairperson and TEPD office staff.

Advising Loads. Each on-campus faculty member is expected to share the responsibility of the department to provide advising to current and prospective students. It is the responsibility of the Department Chairperson or her/his designee to assign advising responsibilities in a way that distributes the work among all members of the department as equitably as possible. Advising responsibilities may include service as an advisor to graduate students. In addition, some individual faculty members will advise students on undergraduate majors and minors for which the department has responsibility. Individual faculty members who have been approved as regular or associate members of the graduate faculty will advise students on the graduate programs of the department.

2. **Alternatives to Advising.** Faculty members assigned to supervise student teachers at distant locations are expected to provide service to the K-12 education communities in which they place student teachers. Such service may include any combination of the following: new teacher induction support, advising/consulting/counseling with K-12 administrators, providing in-service learning experiences for teachers/staff, and serving on local school committees or teams. In addition, faculty members supervising student teachers may assist in the mentoring of undergraduate students by providing assistance in the development of the professional portfolio, and providing advising related to employment search activity.
3. **Committee Assignments.** Each tenured and tenure-track member of the department is expected to serve actively on at least one standing or ad hoc department committee during each academic year. Service on college and/or university-wide standing and ad hoc committees is also a responsibility. Because participation on such committees is dependent on election or appointment outside the department, service on such a committee for one multi-year appointment every six years is a reasonable expectation.

New faculty members in the department are encouraged to serve on an ad hoc department committee their first year in the department, serve on a standing department committee their second year, and serve on a college or university committee by their third or fourth year. It is generally expected that faculty provide service to the department, college, university, and PK-12 education.

4. **Other Service.** On behalf of the department, college, or university, the faculty have a responsibility to participate in any of a variety of short-term activities (CMU and You Day, major/minor advising programs in the residence halls, commencements, convocations, etc.). Since participation in these activities is a responsibility of the department, the Department Chairperson will ensure a sufficient level of participation by requesting volunteers, designing schedules that rotate the responsibility, or by assigning the responsibility to individual faculty members whose opportunities to participate in college or university-wide service have been limited. In addition, members of the graduate faculty provide service to the department by serving on thesis committees and as readers of comprehensive examinations.

E. Professional Code of Conduct

Society charged education with trust and responsibility that requires of professional educators the highest ideals and quality service. As such, the department expects its members to act in accordance with the expectations set forth by the State of Michigan for professional educators.

Ethical Standards: The following ethical standards address the professional educator's commitment to the student and the profession.

1. **Service toward common good**
Ethical Principle: The professional educator's primary goal is to support the growth and development of all learners for the purpose of creating and sustaining an informed citizenry in a democratic society.
2. **Mutual Respect**
Ethical Principle: Professional educators respect the inherent dignity and worth of each individual.
3. **Equity**
Ethical Principle: Professional educators advocate the practice of equity. The professional educator advocates for equal access to educational opportunities for each individual.
4. **Diversity**
Ethical Principle: Professional educators promote multicultural awareness by honoring and valuing individual differences and supporting the strengths of all individuals to ensure that instruction reflects the realities and diversity of the world.
5. **Truth and Honesty**
Ethical Principle: Professional educators uphold personal and professional integrity and behave in a trustworthy manner. They adhere to current law, acceptable social practices and exercise sound professional judgment.

F. Absence/Inability to Meet Professional Responsibility

When a department member is absent from the university for medical, professional, or personal reasons on days for which professional responsibilities of any kind are scheduled or is otherwise unable to fulfill those scheduled responsibilities, the individual is expected to communicate the reasons for absence to the Department Chairperson and/or the TEPD office staff. When absences from the university are anticipated in advance, it is the responsibility of the individual to complete and file with the TEPD office staff an absence report in advance of the days of absence.

When an actual or anticipated absence for medical reasons occurs, notification procedures specified in CMU/FA Agreement and in University policy are required.

G. Sabbatical Leave

A Sabbatical Leave may be granted to tenured bargaining unit members so long as the purposes of the leave are to further the interests of Central Michigan University as well as the bargaining unit member. Further information can be found under Article 28 of the CMU/FA Agreement and also at the Faculty Personnel Services website at <http://www.fps.cmich.edu>.

VI. Criteria for Appointment, Reappointment, Tenure, and Promotion

Initial appointment to a tenure-track faculty position in the Department of Teacher Education and Professional Development may be at any of the following academic ranks: instructor, assistant professor, associate professor, or professor. Appointment at the rank of assistant professor requires a terminal degree in the discipline. Appointment at the rank of associate professor or professor requires a terminal degree in the discipline and record of accomplishment in teaching, scholarship, and service appropriate to the rank.

For all reappointments and the tenure decision, the promise of the faculty member's potential for professional growth and development, the ability to contribute to the goals and objectives of the department, and the future needs of the university will be considered in conjunction with the extent to which the faculty member satisfies the criteria and standards in each of three areas as specified below. The department will make qualitative judgments concerning the extent to which faculty have satisfied these three areas.

A. Teaching/Supervision Effectiveness

1. **Criteria.** Teaching/supervision effectiveness refers to the ability of a faculty member to carry out instructional responsibilities effectively. The elements of effective performance of this responsibility include, but are not limited to, the following: preparing a course outline and other course materials in ways that meaningfully express the subject matter and relate to the master syllabus for the course; organizing and presenting course-appropriate learning experiences which actively engage the minds of the learners and relate to their relevant prior learning; establishing a classroom climate consistent with open communication among students and between the instructor and students; assessing student achievement with well constructed tests, performance assessments, projects, or papers; maintaining appropriate and accurate records of student performance and assigning grades as evaluations of student achievement in ways that are supported by these records; effectively modeling those elements of effective practice being taught; and engaging in reflection on information about one's teaching effectiveness and the degree of student learning in one's classes. For the purposes of reappointment, tenure, and promotion decisions, teaching effectiveness also refers to effective supervision of

student teaching experiences. In addition to elements of effective classroom performance as described above, effectiveness in supervision also includes, but is not limited to, the following: establishing a supervisory relationship, the use of structured observation to provide teacher candidates with information about their classroom performance, coaching and counseling increasingly more effective performance, modeling effective practice, and resolving conflicts between teaching candidates and cooperating teachers.

2. Documentation and Evidence. The following items provide information relevant to the department standards for teaching/supervision effectiveness.
 - a. Summaries of the results of the TEPD Teaching Effectiveness Survey, the TEPD Supervision Effectiveness Survey, or the CMU Student Opinion Survey.
 - b. Copies of original materials used in teaching and preparing to teach a course, including course syllabi or outlines, bibliographies, handouts, study guides, computer mediated presentations, hypercard stacks or other computer-assisted learning activities, examples of exams, papers, project reports, and descriptions of other assignments.
 - c. Other observational evidence of teaching effectiveness. Letters of appreciation or commendation from students or other observers; reports of peers, including descriptions of reflection on teaching practices considered in mentor-protégé relationships; and video- or audio-tapes of teaching accompanied by reflective analysis may be considered evidence of teaching effectiveness.
 - d. Evidence of student achievement and success. Faculty members may present summaries of data of student test performance or performance on alternative assessment tasks as evidence of teaching effectiveness. Where such data are presented, copies of the test (or summaries of test content which describe the levels of student thinking as well as the content) should accompany the data. Evidence of student success in subsequent courses, in field experiences, or in work experiences may also be submitted. As described by law, the identification of, or identification about the student will not be disclosed.
 - e. Honors and awards. A faculty member who has been recognized in the CMU community or beyond for outstanding accomplishments wholly or partially related to teaching may cite such honors or awards as evidence of teaching effectiveness.

- f. Teaching workshops and observations of teaching from the Faculty Center for Innovative Teaching.
3. Standards. Demonstrations of teaching/supervision effectiveness must satisfy different standards for each of the following personnel decisions: reappointment, tenure, and promotion. In each case, consideration of teaching effectiveness must include summaries of the results of surveys of student opinion. On-campus faculty members must present summaries of the TEPD Teaching Effectiveness Survey or the CMU Student Opinion Survey. Individual faculty members responsible for the supervision of student teachers should submit summaries of responses to the TEPD Supervision Effectiveness Survey. The student responses must be addressed in a narrative which explains the context and provides interpretation of the relevance of the data to teaching/supervision effectiveness. A plan designed to improve ratings for the qualities assessed by an item may be included and should be considered as evidence in support of teaching/supervision effectiveness¹.
 - a. Reappointment. An applicant for reappointment must present summaries of appropriate surveys of student opinion, by course, for all courses, excluding summer courses, taught each semester and at least one other form of evidence. Evidence of competence sufficient for reappointment requires favorable student evaluations. Evidence from at least one of the forms of evidence described in section 2.b. through 2.e. above must also support the conclusion that the faculty member is effective in carrying out instructional responsibilities.
 - b. Tenure. An applicant for tenure must present summaries of appropriate surveys of student opinion, by course, for all courses, excluding summer courses taught each semester of the entire probationary period. In addition, at least two other forms of evidence described in section 2.b. through 2.e. must be submitted. A positive recommendation for tenure must be based on the following: a) favorable student evaluations, b) a record of consistent and/or improving pattern of positive evaluations on the appropriate surveys of student opinion, and c) at least two other forms of evidence which support the conclusion that the faculty member is effective in carrying out instructional responsibilities.
 - c. Promotion/Professor Salary Adjustment. An applicant for promotion must present summaries of appropriate surveys of

¹ Comparisons of student ratings in and of themselves to responses for the department, college, or university are not considered appropriate for judging teaching effectiveness. Instead, for each item, responses should be presented in a table or in graphic form.

student opinion, by course, for all courses excluding summer courses, taught each semester of the most recent three years. In addition, at least two other forms of evidence described in section 2.b. through 2.e. must be submitted. A positive recommendation for promotion/professor salary adjustment must be based on the following: a) favorable student evaluations, b) at least two other forms of evidence which support the conclusion that the faculty member is effective in carrying out instructional responsibilities.

B. Creative and Scholarly Activities

1. Creative and scholarly activities include development of original manuscripts completed alone or with colleagues for various purposes; delivery of presentations at national, state, and local conventions, conferences, and annual meetings; performing research in areas of relevance and interest; grant writing; and other scholarly work. For co-authored works, the applicant must provide a description of the nature of her/his contribution. This requirement is in addition to the requirement that an applicant describe the quality of the work and how it advances knowledge within the discipline. Each faculty member during her/his probationary period is expected to engage in scholarship sufficient to insure adequate and timely progress toward tenure and to maintain the intellectual integrity and relevance of the courses he or she teaches.
2. Categories of accomplishment with examples are presented below:
 - a. **Category 1 (outcomes refereed by blind review or editorial board and published or accepted for publication at the international or national level):** articles and monographs published in refereed journals and conference proceedings; textbooks, books, or chapters of books that are juried or judged to be of merit to the discipline; directorship, co-directorship, or co-authorship of a successful competitive, externally funded program or research grant; keynote or invited speaker, or juried presentation at an international or national conference; creative products such as children's books, poetry, musical compositions, films, videotapes, computer software, etc., that are intended to serve the national or international educational community. Articles in national or international journals of recognized high prestige but which do not require peer review are included in this category.
 - b. **Category 2 (refereed outcomes published or accepted for publication at the state or regional level AND other outcomes that will require external documentation regarding scholarly merit and review by departmental personnel committee):** refereed items published at the state or regional level; reviews of

books or articles; significant revisions of previously published textbooks (revisions which include entirely new chapters may be considered sufficient to be counted in Category 1); curriculum materials or instructional manuals published by professional associations; internally funded research or program grants; editorship of a scholarly journal; non-refereed articles and monographs that are intended to serve the state or regional educational community; creative products such as children's books, poetry, musical compositions, films, videotapes, computer software, etc., that are intended to serve the state or regional educational community; presentation of creative works or action research at conferences.

c. **Category 3 (activities and/or outcomes that indicate progress toward accomplishments in Categories 1 and 2):** grant applications; presentations of research and/or practice at conferences, conventions, annual meetings; documentation of research in progress evidenced by an approval of the CMU Institutional Review Board, or a review of the literature, or a working draft; participation as a discussant at professional meetings; reviewer of textbooks, articles for publication, and conference proposals as verified by a letter of acceptance from the editor or conference chair; evidence of creative works in progress; course packets of original materials with letter supporting quality; invitation to write a chapter of a book or an article; invitation to speak at a conference, convention, or meeting.

3. Documentation includes a copy of the work itself and a letter from the publisher or an external evaluation of merit of work. Evidence of the quality of creative and scholarly work or its outcome must accompany each application for reappointment, tenure, and/or promotion. Non-refereed works published at the expense of the author will not be considered as evidence of creative and scholarly activity.

4. Standards for personnel decisions include the following levels of required accomplishment:

a. Initial reappointments will be based upon three (3) scholarly activities in Category 3 which demonstrate progress toward Categories 1 and 2 as required for tenure and promotion.

b. Succeeding reappointments will be based upon one (1) outcome from Category 1 or 2 and three (3) scholarly activities in Category 3 which demonstrate further progress toward tenure and promotion.

- c. A positive department recommendation for tenure will be based upon at least two (2) outcomes in Category 1 and two (2) scholarly activities in Category 3 OR one (1) outcome in Category 1, two (2) outcomes in Category 2, and three (3) scholarly activities in Category 3.
- d. Promotion in rank from assistant professor to associate professor will be based upon two (2) outcomes in Category 1 and two (2) scholarly activities in Category 3 OR one (1) outcome in Category 1, two (2) outcomes in Category 2, and three (3) scholarly activities in Category 3.
- e. Promotion in rank from associate professor to professor and professor salary adjustment will be based upon accomplishments completed since last promotion which include at least three (3) outcomes in Category 1 and two (2) scholarly activities in Category 3 OR two (2) outcomes in Category 1, two (2) outcomes in Category 2, and two (2) scholarly activities in Category 3 OR one (1) outcome in Category 1, three (3) outcomes in Category 2, and three (3) scholarly activities in Category 3.

C. Service

Service to the department includes service directly related to the department, college, or university and professional service in a broader sense. Service is demonstrated by description and documentation of service credits. **A service credit is a unit or fraction of a unit describing one semester of significant service to the department, college, university, or larger community.** Faculty hired with experience will be expected to compile a prorated number of service credits for time-shortened personnel decisions. Service credits should not include activities where faculty are compensated by ProfEd.

1. Categories of Service

- a. Category 1 – Advising majors and/or minors, mentoring undergraduate students, advising graduate students, chairing a thesis committee, representing the department in the Academic Senate, chairing a department committee, chairing a college or university committee, serving as Academic Senate Chair, or president of a state, regional, or national professional organization, sustained involvement in pre-K to 12 education, serving as an advisor to a student organization¹.

¹ The university has deemed that service as president of the FA is considered service to the Faculty Association, not to the university.

- b. Category 2 – Membership on college and department committees, membership on a thesis committee, serving as an officer (other than president or chair) for state, regional, or national association, mentoring another faculty member, continuous involvement in student recruitment and/or faculty promotion, sustained contribution in service to community agencies or organizations, teaching or advising for ProfEd.
 - c. Category 3 – Engaging in short-term activities and events which promote the department, college, or university; short-term community board service; receiving awards or recognition for service or leadership; providing workshops and consulting in the educational community; guest lecturing.
 - d. Category 4 – Serving on any standing Senate committee or university-wide committee (e.g. BRAC).
2. Weights. All of the listed activities are considered to be valuable, but the department recognizes that some service activities require a longer and more sustained commitment on the part of the faculty member. Category 1 service represents deeply involved, continuous service activities. Category 2 service represents involved service of a continuous nature with less leadership opportunity or activities for which the individual receives payment for all or a portion of the time spent in service. Category 3 service represents activities of a shorter duration or “one shot” activities. In general, positions of leadership may count more than non-leadership positions. Service for which an individual receives released time, salary, or stipend may count at a reduced level.
- a. Category 1 service activities will count as one credit activities.
 - b. Category 2 service activities will count as $\frac{3}{4}$ credit activities.
 - c. Category 3 service activities will count as $\frac{1}{2}$ credit activities.
 - d. Category 4 service activities will count in the appropriate category above. A faculty member seeking promotion to professor or a professor supplement must present evidence of service that is encompassed in Category 4 in addition to meeting the appropriate service credit point requirement.
 - e. An applicant for a personnel decision may make a case for consideration of a specific form of service at a higher level with appropriate documentation.

3. Documentation and evidence of type and quality of service. The significance of the experience must be documented by the individual so that her/his service credits can be evaluated appropriately.

The following items may be used to provide information to make relevant judgments of faculty satisfaction of department criteria for service:

- a. A clear statement written by the faculty member that describes in her/his own words the significance of the service to be used for reappointment, tenure, or promotion purposes.
 - b. Letters outlining contributions made by a faculty member while serving on committees, public relations activities, mentoring faculty, community boards, advising, mentoring teacher education candidates, recruitment, contributions to non-profit organizations, and officerships. Letters must be from a person familiar with the work done by the faculty member and must document the length of service and the quality of the contribution made by the individual.
 - c. Newspaper articles, promotional materials, evaluative materials for presentations, commendations, certificates, and testimonials may also be used to document service.
4. Standards. A positive recommendation for reappointment, tenure, or promotion requires that the applicant demonstrate the accumulation of a sufficient number of service credits.
 - a. For each reappointment, it is the responsibility of the candidate to show significant progress toward the standard established for tenure.
 - b. For a positive tenure decision, the candidate must accumulate at least thirty-five (35) service credits during the probationary period that must include credit for advising graduate students.
 - c. For promotion to associate professor, the candidate must accumulate at least thirty-five (35) service credits as an assistant professor that must include credit for advising graduate students.
 - d. For promotion to professor, the candidate must accumulate at least thirty-five (35) service credits as an associate professor that must include credit for advising graduate students and significant service activities from Category 4.
 - e. For the professor salary adjustment, the candidate must accumulate at least thirty-five (35) service credits since promotion to professor

or since a prior professor salary adjustment that must include credit for advising graduate students and significant service activities from Category 4.

VII. Other Personnel Issues

- A. The Personnel Committee will make a recommendation to the department on all other personnel actions, such as sabbatical leaves, position reduction prior to layoffs, layoffs, etc., recommendations based upon procedures in the *TEPD Faculty Handbook* and in accordance with the CMU/FA Agreement.
- B. The Personnel Committee will make recommendations to the department concerning the hiring of new tenure-track faculty recommendations based upon procedures in the *TEPD Faculty Handbook* and in accordance with EHS and CMU policy governing searches and hiring of faculty.
- C. The Department Chairperson, in consultation with appropriate faculty, may offer temporary faculty employment upon approval of the Dean and the Provost.

VIII. Procedures for Establishing, Revising, and Amending Bylaws

- A. A department member may propose changes or additions to the bylaws. However, only a tenured department member may propose changes to the bylaw language on reappointment, promotion, and tenure matters. Written proposals must be submitted to the Coordinating Council.
- B. The Coordinating Council will determine whether or not a proposal is sufficiently clear for inclusion as a discussion and action item on a departmental meeting agenda. Initial proposals may be returned to faculty for further clarification, and resubmission to the Coordinating Council.
- C. A copy of a proposed change or addition will be attached to the departmental meeting agenda at which it will be considered.
- D. Changes or additions will require a two-thirds vote of eligible faculty voting at the department meeting. Since the by-laws are a governing document, it is important that changes receive adequate consideration and that every effort be made to achieve consensus.
- E. The effective date of changes or additions is governed by the CMU/FA Agreement.