

**Department of Communication Disorders
Departmental Procedures, Criteria, Standards, and Bylaws**

(Approved June 30, 2004)

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**Department of Communication Disorders
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1. Department Organization

1.1 Governance

- 1.1.1. The Department, including the respective Divisions of Audiology and Speech-Language Pathology, are governed through participatory democracy. Decisions on major issues including, but not limited to, budget, curriculum, procedures, criteria, standards, bylaws, faculty load, personnel, and resources, are through majority support by the faculty and P&A clinical supervisors in open meetings and when necessary subject to the Dean’s approval. The only exception to this principle is found in the composition of the Personnel Committee and the vote required for certain personnel actions.
- 1.1.2. The voting membership is composed of regular faculty, temporary faculty with at least three quarter time appointment, University funded P&A clinical supervisors, and grant-funded faculty and P&A clinical supervisors, on at least three quarter time appointment.
- 1.1.3. Any Department voting member may propose amendments to this document. Amendments must be submitted in writing to the Department Chairperson. All proposed amendments must be considered by the Department within 30 working days during the fall and spring semester from the time of submission. If the revision(s) are approved by the Department, they are then submitted to the Dean of the College, and Faculty Personnel Services simultaneously.

1.2. Divisions, Committees and Administrative Council

1.2.1. The Department consists of two Divisions (Audiology and Speech-Language Pathology).

1.2.2. Various committees are formed as needed for conducting specific business or completing specific assignments given by the Department.

1.2.3. The Administrative Council of the Department consists of the Department Chairperson, the Director of Audiology, the Director of Speech-Language Pathology, the Director of Clinical Instruction and Audiology Services, and the Director of Clinical Instruction and Speech-Language Pathology Services.

1.3. Department Administration

1.3.1. Department Chairperson

1.3.1.1. The Department Chairperson is generally a regular faculty member who will be involved actively in a variety of academic and clinical instruction, scholarly activities, and as Chairperson will:

- A. effectively represent Department interests and viewpoints to higher administrative officials.
- B. communicate the administration's views to the Department, and, when appropriate, argue either for the Department's exception or adherence to those views.
- C. maintain an open flow of information from higher administration down to Department, from Department up to higher levels, and between Divisions.
- D. formulate Department policy through published and agreed upon policies involving committees and Department members as a whole.
- E. implement Department policies.
- F. take positive steps for program development.
- G. follow personnel policies and procedures with respect to all employees within the Department.
- H. take developed, clearly defined steps to improve teaching effectiveness.

- I. encourage grant writing, research and scholarly activity within the Department.
- J. encourage creative activities within the Department.
- K. maintain contact with professionals outside the Department for the benefit of students and Department employees.
- L. fulfill additional duties listed in the Letter of Appointment and in the Green Sheet (available in the CDO academic office).
- M. as a faculty member, engage in teaching, scholarship, service and professional development activities.
- N. take her/his personal recommendations and those of the Personnel Committee to the Dean, following Personnel Committee actions.

1.3.1.2. The Department Chairperson is an ex-officio member of all standing and special committees except the Personnel Committee. The Chairperson specifically will:

- A. chair meetings of the Department, Travel Committee (see Standing Committees, (1.3.8.1.B)), and of the Administrative Council.
- B. oversee recruitment of new faculty and staff.
- C. oversee and report on all Department budgets, and make budgetary decisions. The Department voting body may, upon review, approve or recommend other actions.
- D. oversee faculty load, class scheduling, and registration procedures. The Department voting body may, upon review, approve or recommend other actions.
- E. represent the Department at the College Dean's Advisory Council.

1.3.2. The Division Directors of Audiology and Speech-Language Pathology are tenured or tenure-track faculty members elected by their respective Divisions. Their administrative responsibilities include the management of the academic functions of their Divisions within a participatory democratic structure. Division Directors report to the Department Chairperson. Their duties are explicit and available for review.

1.3.3. The Director of Clinical Instruction and Audiology Services and the Director of Clinical Instruction and Speech-Language Pathology Services are P&A clinical supervisors with the administrative responsibilities of managing the clinical

functions of the respective Divisions. These clinic directors report to the Department Chairperson.

- 1.3.4. The Coordinator of the Summer Specialty Program is a P&A clinical supervisor and has administrative responsibilities for all aspects of the management of this special clinical program. The Coordinator of the Summer Specialty Program reports to the Director of Clinical Instruction and Speech-Language Pathology Services.
- 1.3.5. The Administrative Council serves as an executive advisory forum making recommendations to the Department for decisions in academic, clinical, budget, and management policies. This Council will serve as the Department body for policy coordination and implementation. It is composed of the Department Chairperson, Division Directors, and Directors of Clinical Instruction and Services.
- 1.3.6. Evaluation of Division Directors and Directors of Clinical Instruction and Services

1.3.6.1.Evaluation of Division Directors

Every 2 years or on the request of the members of their respective Division or the Department, and during the final year appointment/reappointment of Division Directors a written review of the Division Directors will be conducted by the faculty and P&A Clinical Supervisors of their respective Divisions: Speech-Language Pathology and Audiology. The review will evaluate their performance on those duties specified in writing by the respective Division and Department Chairperson. An elected faculty member or P&A Clinical Supervisor within each Division will chair a committee to conduct these biennial reviews. The evaluation format will be reviewed every two years by these respective Divisions and Department Chairperson with opportunity for the Division Directors to provide advice prior to implementing each evaluation. The elected evaluation chairs shall coordinate these evaluations and prepare written feedback to the respective Directors and Department Chairperson each evaluation year by March 30. The review will report the means, median, and modes and the raw data on each of the criteria evaluated. Subjective comments, if any, will be sent only to the Division Directors. The written reviews shall be shared with them two weeks before their reviews are forwarded to the Department Chairperson.

1.3.6.2.Evaluation of Directors of Clinical Instruction and Service

As part of the Department Chairperson's annual review of the Directors of Clinical Service and Instruction, the Chairperson will seek written input from the members of the respective Divisions regarding the performance

of those duties specified in writing by the respective Divisions and the Department Chairperson. The written feedback obtained from this evaluation may be incorporated into the Chairperson's review, or it may be attached verbatim as an appendix to the review. The substance of this feedback will be shared with the Directors of Clinical Service and Instruction during their regular review by the Department Chairperson.

1.3.7. Re-election of the Division Directors

1.3.7.1. The Speech-Language Pathology Division Director shall be elected from the tenured or tenure-track faculty. Each tenured or tenure-track faculty member shall become eligible for election on the basis of seniority. Candidacy for election shall be offered to all qualified faculty members in the Division; however, the option to decline will be accepted. The normal term of service shall be two years. Special terms of more or less than two years shall be considered by the Division of Speech-Language Pathology if a particular situation warrants it.

1.3.7.2. The Audiology Division Director shall be a tenured or tenure-track faculty member, elected by all faculty members and P&A Clinical Supervisors in the Division. The normal term of service shall be three years.

1.3.7.3. A written record of the terms of service of Division Directors will be kept by the Department Chairperson.

1.3.7.4. The review conducted in the final year of service shall also include a decision to the Department Chairperson regarding the re-election of the individual as Division Director. If the decision is made to re-elect, then the length of the term shall be forwarded to the Chairperson.

1.3.7.5. Division members eligible to vote on election and re-election of Division Directors include: all regular faculty, temporary faculty with at least a three quarter time appointment, University funded P&A Clinical Supervisors and grant funded-faculty and P&A Clinical Supervisors on at least a three quarter time appointment.

1.3.8. Department Committee Structure

1.3.8.1. Standing Committees

The Department will serve as a committee-of-the-whole in making decisions on academic, clinical, and policy matters. The Department has two standing committees: Personnel and Travel.

- A. The Personnel Committee function and responsibilities are found in Section 3.1 of these Procedures, Criteria, Standards, and Bylaws.
- B. The Travel Committee consists of the Chairperson, the Division Directors of Audiology and Speech-Language Pathology, and one elected member at large. The Travel Committee allocates funds for academic and clinical continuing education purposes, scholarly presentations, and professional association participation in accordance with the Department approved guidelines. The Department may review all travel committee decisions.

1.3.8.2. Other Committees

Search committees and ad hoc committees are formed from time to time by the Department Chairperson as the need arises.

1.4. Department Meetings

Department meetings are scheduled and announced by the Chairperson. Department meetings shall be held on a regularly scheduled basis during the academic year (typically monthly). All Department members shall have timely notification of the time, day, and location of meetings. The Chairperson will distribute a copy of agenda, minutes, and reports.

1.5. Graduate Faculty

In order to hold Graduate Faculty status, one must meet the criteria issued from the College of Graduate Studies. Graduate Faculty status may be held by faculty members and P&A clinical supervisors. Such status entitles one to teach graduate academic and clinical courses, and hold membership on graduate academic advising committees.

1.6. Graduate Assistants

- 1.6.1. Graduate assistantships are provided by the Department and allocated to the Divisions for awarding to qualified students. Each Division establishes the criteria for the awarding of the assistantships, their number, duration, and award amount, consistent with university policy.
- 1.6.2. Each graduate assistant is expected to fulfill assigned responsibilities to the satisfaction of her/his assigned supervisor.
- 1.6.3. Graduate assistants are expected to satisfactorily complete the hours of work that are required by her/his specific assistantship.

- 1.7. Student Representatives (Graduate & Undergraduate)
 - 1.7.1. Graduate students and undergraduate major students enrolled full time (10 and 12 semester hours, respectively) elect representatives to present student views at Department meetings.
 - 1.7.2. A graduate representative and an alternate, and an undergraduate representative and an alternate from each Division shall be elected in the fall of each year.
2. Faculty and P&A Clinical Supervisor Responsibilities
 - 2.1. Faculty Load
 - 2.1.1. A faculty member's work load typically includes involvement in a variety of areas, including classroom teaching, clinical supervision, research, advising, service, and professional development, as well as other assignments related to programmatic needs.
 - 2.1.1.1. The classroom load generally consists of two courses and clinical supervision per semester, or three courses and no clinical supervision.
 - 2.1.1.2. Clinical assignments include supervision of diagnostic and therapeutic services provided by CDO students. The clinical assignment for faculty is considered to be the equivalent of one three credit course per semester.
 - 2.1.1.3. Each full-time faculty member is to establish and post five (5) specific office hours per week. Part-time, temporary, and regular faculty need to post specific office hours commensurate with their teaching load and/or provide a process that allows accessibility for students.
 - 2.1.1.4. Advisees are assigned to each regular, full-time faculty member by the Division Director in a manner which equalizes the advising load as much as possible. New faculty members are not given direct advising responsibilities during the first semester, but they are assigned to work with other faculty members to familiarize themselves with procedures in a mentoring program.
 - 2.1.1.5. Each graduate faculty member may guide graduate capstone experiences.
 - 2.1.1.6. Each faculty member is expected to serve on various committees at the Division, Department, College, and University levels.

2.2. Advising

2.2.1. All full-time faculty are expected to advise undergraduate and graduate students as part of their regular academic load and are responsible for effectively guiding each advisee assigned for her/his academic program.

2.2.2. All faculty are expected to be familiar with the University Undergraduate and Graduate Bulletins, obtain and be familiar with the undergraduate major and minor authorization forms, and obtain and be familiar with the graduate program forms.

2.2.3. Undergraduate Advising Responsibilities

2.2.3.1. It is the responsibility of the undergraduate adviser to effectively guide her/his assigned advisees through the timely completion of their course of study leading to the baccalaureate degree.

2.2.3.2. In addition to signing the major or minor form, this responsibility requires the adviser to effectively educate the student about the entire academic program.

2.2.3.3. To accomplish this, the adviser must see that:

- A. the advisee is aware of special academic, certification, licensure, practicum, and other requirements included in, or expected by, the area in which the major or minor is signed and that are listed on the signed form.
- B. the major/minor authorization forms are completely and accurately prepared and that the required number of copies are forwarded to the proper office personnel. (Copies of the "Major/Minor Authorization Form" are available in the Department office.)
- C. the student is advised on all of the undergraduate options from which one may select her/his major/minor.
- D. each advisee is counseled on
 - a. career opportunities for which the major or minor will prepare the student.
 - b. opportunities available for graduate study following completion of the undergraduate disciplinary concentration.

- c. the various curricula and/or degree programs, and their requirements, in which major/minor authorization for each area may be prepared.
- d. thorough familiarity with individual Department requirements and procedures for admission to a major or minor program.
- e. an understanding of the specific course requirements and options available on the various majors within the Department.
- f. selection of a major or minor which will complement the CDO program.

2.2.3.4. It is the advisor's responsibility to meet with her/his advisee at the advisee's request each semester prior to class registration to keep the advisee informed of changes in major or minor requirements and to make modifications when required.

2.3. Special Programs and Agreements

A number of special programs and contractual agreements exist which are vital to the overall success of the clinical and academic programs in the Department. Faculty and P&A clinical supervisor involvement in these special programs is crucial for their maintenance and growth.

- 2.3.1. The Department maintains numerous off-campus practicum sites. Supervision of students by faculty and P&A clinical supervisors at many of these locations is required. Assignments are made on a semester basis by the Directors of Clinical Instruction of each Division.
- 2.3.2. Other practicum sites are located on campus, which also require supervision and direct involvement on the part of faculty and P&A clinical supervisors.
- 2.3.3. The success of the Summer Specialty Program is dependent, in part, on the involvement of faculty and P&A clinical supervisors. Selection of faculty and P&A clinical supervisors to be employed for each Summer Specialty Program is done in consultation with the Coordinator of the Summer Specialty Program. A full-time supervisory position in the Summer Specialty Program may involve supervision only or it may include a combination of supervision and classroom teaching. The Coordinator of the Summer Specialty Program is a full-time P&A clinical supervisor in the Division of Speech-Language Pathology. (See Section 1.3.4.)

- 2.3.4. Obtaining grant funding is seen as an important contribution to the Department. One's involvement in any funded grants should be coordinated with the Department Chairperson and the appropriate Division Director and Director of Clinical Instruction prior to and during the duration of the grant project. All proposed projects and contracts must adhere to the procedures outlined by University or College governing bodies.
- 2.3.5. All proposed projects and contracts at off-campus sites will be reviewed by the Chairperson and shared with the Department.

2.4 Other Responsibilities

2.4.1. Commencement Responsibility by Faculty and P&A Clinical Supervisors

2.4.1.1. Each of the regular faculty and P&A clinical supervisors is expected to march in one of the commencement processions annually.

2.4.1.2. If there is an insufficient number of volunteers for any commencement the Chairperson will make adjustments and designate who will march.

2.4.2. Final Semester Grades

2.4.2.1. Copies of final grades must be turned in to the Department Chairperson or her/his designee at the time the CMU grades are submitted to the Registrar's Office each semester.

2.4.3. Illness – Accidents

2.4.3.1. When injury to, or illness of, an individual occurs within the physical confines of the Department, university procedures should be followed (see Guidelines for Handling Injuries on Campus available on CMU website).

2.4.4. Class Non-Attendance by Students

2.4.4.1. A student's chronic or prolonged non-attendance in class shall be reported to the University's Registrar's Office per Registrar's Office procedures and forms.

2.4.5. College Work Study Students and Student Assistants

2.4.5.1. The Department receives an allocation from the University for student help through the College Work Study Program.

2.4.5.2. College work study students/student assistants are assigned by the Department Chairperson or her/his designee to assist in activities based on an analysis of Department priorities.

2.4.5.3. Faculty members, P&A clinical supervisors, or office personnel/staff members who serve as immediate supervisors of college work study personnel/student assistants are responsible for approving time sheets.

3. Personnel Procedures and Policies

3.1. Personnel Committee – General Information

3.1.1. The Personnel Committee of CDO will be composed of all regular, full-time faculty, and all regular, full-time P&A clinical supervisors excluding the Department Chairperson. There are no student representatives to the Personnel Committee.

3.1.2. The Personnel Committee will elect a committee chairperson and a vice-chairperson no later than September 15 of each academic year for one-year terms. The vice-chairperson will serve as chairperson whenever the chairperson is being reviewed by the committee or at other times when the chairperson is unable to chair the committee.

3.1.3. The Personnel Committee shall make recommendations concerning personnel actions related to reappointment, tenure, promotion, and professor salary adjustments of the faculty. Other personnel issues will be dealt with on a case-by-case basis.

3.1.4. The chairperson of the Personnel Committee will be responsible for timely implementation of the University's administrative calendar for personnel actions at the Department level; shall, after consultation with the Department Chairperson, set the dates for Personnel Committee meetings; shall notify the faculty member(s) under review; shall distribute a written notification in September of each year to all faculty which calls for any faculty member(s) seeking either promotion or a professor salary adjustment to notify the chairperson of the Personnel Committee of their intentions by a certain date; shall chair each meeting and prepare a written report summarizing the action taken; shall forward the actions of the Personnel Committee to the CDO Chairperson; and shall initiate and coordinate reviews of the Department Chairperson as called for by the CDO Department's Procedures, Criteria, Standards, and Bylaws.

3.2 Personnel Actions Regarding Faculty

- 3.2.1. All members of the committee, faculty and P&A clinical supervisors, are able and encouraged to take part in any and all deliberations of the committee. Voting on issues of faculty reappointment, tenure, promotion or professor salary adjustment is vested in the regular, full-time faculty members of the committee. P&A clinical supervisors, though members of the committee, shall not vote on these issues. All members of the committee have voting privileges on all other issues before the committee.
- 3.2.2. A quorum of the Personnel Committee must be physically present and will consist of two-thirds of the eligible voting members minus the candidate under evaluation. Additionally, any committee members currently or previously related by family or marriage, or who have or have had a relationship which would make it impossible to make an unbiased recommendation, shall not be involved in personnel discussions or recommendations affecting that committee member.
- 3.2.3. A faculty member being reviewed by the Personnel Committee for any action will have the opportunity to appear before the committee to make statements, present information, and answer questions.
- 3.2.4. Each faculty member under review shall bring to the Personnel Committee a written narrative statement for each evaluation criterion, explaining how and to what extent each of the activities claimed has met the standards set forth in the Department Procedures, Criteria, Standards, and Bylaws and the terms of the most recent CMU/FA Agreement.
- 3.2.5. Following the candidate's presentation and an opportunity for questions from the committee, he/she will leave the meeting.
- 3.2.6. The Personnel Committee will assume that a motion in support of the personnel action automatically is on the floor. If appropriate, the chairperson of the Peer Evaluation Team (see Section 3.4.2.3.) shall present a current report of the completed peer review and respond to questions. Evaluative discussion of the candidate will proceed until the question is called.
- 3.2.7. The chairperson will insure that a quorum is present at the time a vote is to be taken.
- 3.2.8. Ballots must be prepared ahead of time that include all pertinent information regarding each action (candidate's name, action, date, ballot number, and spaces indicating a "yes", "no", or "abstain" vote) and do not require those voting to write any information.

- 3.2.9. Ballots will only be distributed to those eligible to vote and who are present during the presentation of information concerning the action and also present at the time that voting takes place.
- 3.2.10. Those voting on an action must vote for one of the following actions:
- Support or Yes (for the motion)
 - Non-Support or No (for the motion)
 - Abstain (present as part of the quorum, but electing not to vote)
- 3.2.11. At least a two-thirds majority of those voting is required for passage of all personnel actions. An abstention is a non-vote. It is not a no-vote or a yes-vote. Abstentions are not counted in determining the two-thirds majority. Only the yes-votes and no-votes are counted.
- 3.2.12. The Personnel Committee chairperson will appoint two members to serve as tellers. Each independently counts the ballots and confirms the vote with each other. The recommendation for support or non-support is announced by the tellers to the committee. Actual vote counts will remain confidential to the tellers. The tellers then will place the ballots in an envelope, seal it, and write on it the candidate's name, the date, the type of action, and will also sign it. The Committee chairperson shall announce her/his agreement/disagreement with the action of the committee, and shall announce the results of the committee vote.
- 3.2.13. Following the vote, the chairperson will seek input from the committee concerning the contents of a written summary to be prepared and forwarded to the Department Chairperson concerning the action taken.
- 3.2.14. The Personnel Committee must recess between meetings that involve two different individuals.
- 3.2.15. The chairperson of the Personnel Committee will inform the candidate verbally and in writing of the results of the committee action as soon as feasible, but no later than one week following a meeting.
- 3.2.16. The written summary will be prepared by the chairperson of the Personnel Committee. It will indicate the candidate's name, the action being considered, the committee's support or non-support, and information relevant to that recommendation, based on the criteria established in the Department Procedures, Criteria, Standards, and Bylaws. Supporting materials supplied by the candidate, the peer report (if applicable), and the envelope containing the ballots will be forwarded to the Department Chairperson.

The candidate will receive a copy of the summary from the Personnel Committee at the same general time, but no later than one week following the date it is given to the Department Chairperson.

- 3.2.17. The Personnel Committee chairperson will confer with the Department Chairperson to determine whether the Department Chairperson concurs with the Personnel Committee action. The Department Chairperson makes a separate, independent recommendation concerning each personnel action.
- 3.2.18. If after the chairperson of the Personnel Committee has reported to the Department Chairperson, the Department Chairperson should not concur with the action of the Personnel Committee, the Department Chairperson will confer with the Personnel Committee. If disagreement still exists, the Personnel Committee chairperson will serve as the representative of the Personnel Committee's action at the DAC of the College, and the Department Chairperson will present her/his position to the DAC of the College.
- 3.2.19. If the Personnel Committee chairperson does not agree with the committee's vote, a designee of the Personnel Committee will prepare a written summary and represent the Personnel Committee at DAC. The designee will be selected by simple majority vote of the Personnel Committee.
- 3.2.20. When the Chairperson of the Department has made a recommendation regarding a personnel action, he/she must inform the candidate within one week of such recommendation.
- 3.2.21. Ballots are to be retained by the Department Chairperson until all levels of the University have taken final action concerning the corresponding personnel recommendation, or until all appeal periods have expired. At that time the ballots will be destroyed.
- 3.2.22. All Department personnel recommendations, both positive and negative, will be forwarded to the Dean of the College.

3.3. Personnel Actions Regarding P&A Clinical Supervisors

- 3.3.1. All personnel actions regarding P&A Clinical Supervisors are governed by the University hiring authority of these employees. The P&A Handbook is the document that provides for procedural steps of these actions, and supersedes these Department Procedures, Criteria, Standards, and Bylaws.

3.4. Criteria and Measures for Personnel Recommendations for Faculty

3.4.1. All of the types of faculty personnel actions considered will be based on review of four major areas of evaluation at each level within the University. After consideration of each of these four areas, each level is required to provide justification for its recommendation through clear and substantive documentation. The four areas of evaluation are as follows:

- A. Teaching competence and effectiveness
- B. Scholarly and creative activity
- C. Professional growth
- D. Contributions to university and public service

3.4.2. Teaching Competence and Effectiveness

3.4.2.1.Description: The Department holds this area to be most important for all personnel actions. Relevant criteria include, but are not limited to:

- A. Understanding of the subject matter
- B. Communicating effectively with the students in the classroom
- C. Implementing effective teaching strategies
- D. Integrating current information
- E. Supervising and evaluating practicum effectively
- F. Directing or actively participating in student research and creative activities effectively

3.4.2.2.Measures for Evaluation

- A. Colleague input
- B. Peer evaluation team report(s)
- C. Student/student-clinician input may be obtained via evaluation instruments/surveys/letters
- D. Course syllabi
- E. Number and quality of student research projects directed

- F. Other appropriate evaluation tools, such as honors received, instructional grants, etc.

3.4.2.3. Peer Evaluation of Teaching Effectiveness

- A. Peer evaluation of teaching effectiveness is a most useful process in assisting the Department to achieve its goal of excellence in teaching as well as supporting the teaching efforts of the individual faculty member.
- B. Peer evaluation of teaching effectiveness is mandatory for all faculty for the following personnel actions/reasons:
 - a. First reappointment
 - b. Second reappointment
 - c. Tenure
 - d. Promotion/professor salary adjustment
- C. A faculty member may also request that he/she receive a peer review at any time.

3.4.2.4. Peer Evaluation – Procedure

- A. When faculty members have been notified in writing by the Personnel Committee (PC) chairperson of the dates of the PC evaluation, a Peer Evaluation Team (PET) must be selected if a peer review is required for the personnel action scheduled. Faculty seeking promotion/professor salary adjustment must notify the chairperson of the PC of their intent early in the Fall Semester so that the PC can schedule necessary meetings, etc.
- B. At least two or more weeks prior to the time of Personnel Committee meeting, the faculty member to be evaluated selects three members from the Personnel Committee to be members of the PET. The faculty member selects one of them to serve as chairperson. At least two of those peers are to be from within the faculty member's Division, while the third may be from the adjunct Division.
- C. The faculty member shall arrange for the PET to observe her/him teach on two occasions for a minimum of 30

minutes of the class. The peer review may take place live or may, at the faculty member's discretion, be videotaped for review by the PET. If videotaped, the faculty member must be responsible for insuring that the quality of the tape is sufficient to permit the PET to conduct a valid review.

- D. After the first visit, the faculty member meets with the chairperson of the PET team for an informal discussion concerning their observations of teaching effectiveness made by the PET. This is an advisory meeting.
- E. After the second observation the PET shall meet as a group to discuss teaching effectiveness. A written report based on this discussion will be prepared by the chairperson and signed by each member.
- F. The chairperson of the PET meets with the faculty member not less than one working day prior to the Personnel Committee meeting to present her/him with a copy of the peer evaluation report.
- G. The written report is presented to the Personnel Committee at the time of the review of that faculty member and is forwarded to the Department Chairperson with the Personnel Committee action.
- H. In addition to the routine peer reviews described above, the Personnel Committee may also require at any time that a PET evaluate a given faculty member in a specific course.

3.4.2.5. Student Opinion Survey

The CMU Student Opinion Survey (SOS) provides another means of facilitating teaching excellence among the Department's faculty, and it also can be a useful source of information in evaluating or demonstrating teaching excellence. It is expected that faculty in CDO will make use of the CMU SOS with all classes. Multiple measures of teaching effectiveness are encouraged.

Faculty will submit CMU SOS scores for questions 1-8 for classes taught since the previous reappointment, tenure, promotion, or professor salary adjustment decision.

3.4.3. Scholarly and Creative Activity

Description: Contributions made in the area of research, pedagogy, or other scholarly endeavors. Points are assigned for use in tenure and promotion decisions. Point values and potential measures in each category include:

3.4.3.1. Category A: Publications and Grants

A.1. (12 points)

- a. Article published in a refereed national/international journal
- b. Funded external grant from state, national, or private agency (\$10,000 minimum)
- c. Edited book published by a national publishing house
- d. Copyrighted and nationally marketed clinical test/protocol, video production, computer software, or other similar material
- e. Authored book or book chapter published by a national publishing house
- f. Funded internal grant for an individual research project or the establishment of a center (\$20,000 minimum)

A.2. (6 points)

- a. Article in non-juried national/international journal
- b. Article in state juried journal
- c. Book review in national journal
- d. Article in regional, national, or international conference proceedings

3.4.3.2. Category B: Presentations

B.1. (6 points)

- a. Refereed presentation at a regional, national, or international conference
- b. Invited presentation at a regional, national, or international conference

B.2. (3 points)

- a. Presentation at a state refereed conference

- b. Presentation at a regional, national, or international non-refereed conference

3.4.3.3. Category C: Pedagogy (6 points)

- a. Development of a significantly innovative method of course material dissemination, and favorable peer review of the method. (One of the peers must be external to CDO.)
- b. Development of a new course of two or more credit hours, and teaching the course twice. Evaluation of the course will be subjected to the same scrutiny as other courses, namely through the CMU Curricular Authority Document.
- c. Development and application of a significantly innovative clinical teaching model, and favorable peer review of the teaching model. (One of the peers must be external to CDO.)
- d. Development of clinical techniques, services, or methods and successful implementation and review thereof.

3.4.3.4. Other scholarly accomplishments (i.e., research, professorship) that are not listed above will be considered by the Personnel Committee with a rationale for appropriate category and points provided by the applicant.

3.4.3.5. For promotion from Assistant Professor to Associate Professor, or for tenure, the requirements are two A1 items, one B1 item, and 18 additional points (48 points total). At least 24 of this total 48 points must be refereed publications.

3.4.3.6. For promotion from Associate Professor to Full Professor, or for Professor Supplement, the requirements are three A1 items, one B1 item, and 18 additional points (60 points total). At least 36 of this total of 60 points must be refereed publications.

3.4.4. Professional Growth

Description: The development of the faculty member professionally and the extent of her/his involvement in the profession. Potential measures include:

- A. Participation in continuing education (workshops, conferences, etc.)
- B. Membership and involvement in professional organizations
- C. Consultations related to areas of expertise

D. Serving as a manuscript/grant reviewer

E. Other relevant measures

3.4.5. Contributions to University and Public Service

Description: The professional contributions made by the faculty member toward the well-being of the university which are not directly related to her/his teaching, personal research, or assigned administrative duties.

Potential measures include:

A. Developing new or improving existing protocols, procedures, systems for use by a department, college, or the university as a whole.

B. Serving on committees at the department, college, university, local, state, national, and international levels.

C. Providing leadership to a committee or other such unit.

D. Organizing conferences, workshops, etc., which bring visibility to the university.

E. Providing guest lectures within the university or the community.

F. Providing local community service of a professional nature.

G. Writing and submitting grant proposals.

H. Other related activities.

3.5. The portfolio of the person seeking a Personnel Committee action, which covers the preceding criteria and measures, must be made available for inspection at least 10 days prior to the date of the Personnel Committee meeting.

3.6. Application of Criteria for Personnel Recommendations

3.6.1. Reappointment of Non-Tenured Faculty

3.6.1.1. The bases for judgment for reappointment are the competence and promise of the faculty member and the future needs of the University.

3.6.1.2. All four major areas of evaluation will receive consideration for reappointment actions.

3.6.1.3. For faculty reappointment actions beyond the first one, increasing consideration will be given to performance in each of the other major areas of evaluation as well as teaching competence. Reappointment recommendations for non-tenured faculty members which precede a recommendation for tenure and/or promotion (fourth reappointment and beyond) will be based in part on the progress demonstrated by the individual toward meeting the criteria for the subsequent personnel action(s) to be considered.

3.6.2. Tenure

3.6.2.1. The bases for judgment for tenure are the competence and promise of the faculty member, and the future needs of the University.

3.6.2.2. Criteria for granting tenure to a faculty member include the university's general expectation regarding an earned doctoral degree and having demonstrated satisfactory performance in each of the four major areas of evaluation, particularly teaching.

3.6.2.3. The faculty member must demonstrate teaching competence and effectiveness, scholarly and creative activity. He/She must also demonstrate professional growth and university service that are appropriate and consistent with her/his status within the university and the profession.

3.6.3. Promotion

Promotion recommendations will be based on accomplishments/performance in each of the four major areas of evaluation during the individual's time in her/his present rank.

3.6.3.1. Instructor to Assistant Professor

In addition to the university's general expectation regarding an earned doctoral degree, he/she must have demonstrated satisfactory performance in each of the four major areas of evaluation, particularly teaching.

The policies and procedures established between CMU and the CMU Faculty Association as set forth in the CMU/FA Agreement with respect to promotion of a faculty member from instructor to assistant professor shall be adhered to by the Department.

3.6.3.2. Assistant to Associate Professor

The faculty member must establish that he/she is a competent teacher and also demonstrate teaching competence and effectiveness, scholarly and creative activity, professional growth and university service which is appropriate and consistent with her/his status within the university and the profession.

3.6.3.3. Associate to Full Professor

The faculty member must establish that he/she is a competent teacher and also demonstrate teaching competence and effectiveness, scholarly and creative activity, professional growth and university service which is appropriate and consistent with her/his status within the university and the profession.

3.6.4. Professor Salary Adjustment

The Personnel Committee shall follow the guidelines set forth in the CMU/FA Agreement, as well as those criteria and measures established in the CDO Procedures, Criteria, Standards, and Bylaws which pertain to promotion from associate to professor rank.

3.7. Termination/Non-Reappointment or Appeals/Grievances

The policies and procedures established between CMU and the CMU Faculty Association, as set forth in the CMU/FA Agreement, with respect to termination/non-reappointment of a faculty member or appeals/grievances filed in association with personnel actions shall be adhered to by the Department. If requested, the Personnel Committee will participate in any review process which is initiated with the University involving a CDO faculty member.

3.8 Evaluation of the Department Chairperson

3.8.1. An annual written review of the Chairperson will be conducted. The review will evaluate the Chairperson's performance of those duties specified in the Department's Procedures, Criteria, Standards, and Bylaws document and those specified by the Chairperson's letter of appointment and any other applicable procedures. The Personnel Committee has the responsibility for determining the evaluative format with the understanding that the Chairperson will have an opportunity to provide advice prior to the evaluation's implementation. The evaluation form will be reviewed annually and must include an open-ended format to evaluate the Chairperson's skills in the areas of 1) administration-academic, 2) administration-clinical, 3) research, 4) budget, 5) communication, and 6)

others. The Personnel Committee chairperson shall coordinate this evaluative procedure and prepare the written feedback to the Chairperson each year by March 30. The review will report the means, medians, and modes and the raw data on each of the criteria evaluated. Subjective comments, if any, will be sent only to the Chairperson. The formal review shall be shared with the Chairperson two weeks before it is forwarded to the Dean. All faculty, P&A clinical supervisors, supervisory technical, and office professional personnel may participate. In March of each academic year, the Personnel Committee chairperson will notify all the above employees of the time period for input. During this designated time period, individuals will have an opportunity to:

3.8.1.1. Discuss the Chairperson's performance directly with the Chairperson of the Department, or

3.8.1.2. Discuss the Chairperson's performance with the chairperson of the Personnel Committee, who will convey the essence of that meeting to the Chairperson of the Department.

3.8.2. In April, the Chairperson of the Department may elect to call a meeting with the entire Department to discuss issues raised in her/his annual review.

3.9. Reappointment/Selection of the Chairperson

3.9.1. For all aspects involving the reappointment/selection of the Department Chairperson, the following stipulations apply:

3.9.1.1. All faculty and P&A clinical supervisors employed $\frac{3}{4}$ time or more are eligible to participate in all aspects of the process.

3.9.1.2. All voting will be done by written ballot.

3.9.1.3. Absentee ballots will not be counted.

3.9.1.4. Recommendations are forwarded to the Dean for approval and forwarding to the Provost.

3.9.2. If the Chairperson wishes to be reappointed, a two-step process of review will be followed:

3.9.2.1. In September of the last academic year of the Department Chairperson's appointment, the Personnel Committee chairperson shall coordinate a written review of the Chairperson's performance. Each eligible faculty and P&A clinical supervisor will be asked to complete a survey form. The survey items will be

based on existing duties/responsibilities for the Chairperson as included in Department bylaws and CMU documents. The Personnel Committee chairperson will develop the survey form, which must include both forced-choice and open-ended items. The current Chairperson of the Department will be given an opportunity to make recommendations concerning the survey instrument prior to its distribution.

A summary of the survey results, including item means/standard deviations, will be prepared by the Personnel Committee chairperson and distributed to the Chairperson and the faculty and P&A clinical supervisors.

3.9.2.2. During the first week of October, the Personnel Committee chairperson shall call a meeting of all eligible faculty and P&A clinical supervisors to consider reappointment of the Department Chairperson. Following discussion, individuals will vote either to support or not support reappointment. A simple majority of those present at the meeting will be used as the basis for determining whether or not reappointment occurs. If the group supports reappointment, then this decision will be forwarded to the Dean in the form of a recommendation.

3.9.3. If the Department Chairperson elects not to seek reappointment, or if a negative decision occurs for a Department Chairperson seeking reappointment, or if the Department Chairperson resigns early or cannot complete full appointment, the Department must consider to either initiate an internal or national search for a replacement.

3.9.3.1. In the event an internal search is initiated, the following steps will be taken:

- A. A position announcement, along with minimum requirements for applicants, will be developed by the Personnel Committee chairperson, approved by the Department, and forwarded to the Dean of the College.
- B. Once approved, the position announcement is to be distributed to all Department members.
- C. All internal candidates must submit all application materials within 30 days of the distribution of the position announcement.

- D. Each internal applicant will meet with all eligible voters at a group session to make a presentation and answer questions.
- E. Voting will then take place. The following voting process will be followed:
 - a. If only one internal candidate seeks appointment, then a vote of support or non-support will take place, with a simple majority of those voting used as the basis for deciding the action taken.
 - b. If there are two or more candidates in the internal pool, all candidates' names will be on the initial ballot. Each eligible voter will be given the option of voting for one of the candidates or selecting non-support for any candidate. If one of the candidates receives a simple majority of the ballots cast, this candidate will be recommended to the Dean. If a simple majority is not achieved on the first ballot, the top two candidates will be placed on a second ballot. If a candidate receives a simple majority on the second vote, this candidate will be recommended to the Dean. If there is a tie, both candidates will be sent forward to the Dean for consideration, or an external search may be considered, in consultation with the Dean, and subject to approval by the Provost.

3.9.3.2. If a national search is conducted, a search committee will be selected by the members of the Department. The search committee shall consist of one faculty member and one P&A clinical supervisor from each Division and the chairperson of the Personnel Committee. Normal search procedures shall be followed once the search committee has been established.

3.10. Faculty Sabbaticals or P&A Clinical Supervisor Leaves

3.10.1. The Personnel Committee and the Department Chairperson will meet as one committee to consider requests for sabbaticals or P&A clinical supervisor educational leaves. The Personnel Committee shall vote to support or not support the request. The Department Chairperson will serve as chair of the meeting.

3.10.1.1. All applications for P&A clinical supervisor educational leave must be submitted at least three months in advance of the leave

start date. Such requests must be approved by the appropriate Dean and Employee Relations/HRS in accordance with the criteria established in the P&A Staff Handbook (on CMU web).

3.10.1.2. A quorum of the Personnel Committee must be physically present and will consist of two-thirds of the committee, including the Department Chairperson, minus the candidate seeking leave.

3.10.1.3. Ballots must be prepared ahead of time. Ballots will be distributed only to those present during the presentation of information concerning the action and also present at the time that voting takes place.

3.10.1.4. Following the candidate's presentation and an opportunity for questions from the committee, he/she will leave the meeting.

3.10.1.5. The Department Chairperson will insure that a quorum is present at the time a vote is to be taken.

3.10.1.6. Those voting on an action must vote for one of the following actions:

Support or Yes (for the motion)
Non-Support or No (for the motion)
Abstain

3.10.1.7. Of the total votes cast, at least two-thirds in support is required for a sabbatical or educational leave action (see Section 3.2.11.).

3.10.1.8. The Department Chairperson will appoint two members to serve as tellers. Each independently counts the ballots and confirms the vote with each other. The recommendation for support or non-support is announced by the tellers to the committee. Actual vote counts will remain confidential to the tellers. The tellers then will place the ballots in an envelope, seal it, and write the candidate's name, the date, the type of action, and will also sign it.

3.10.1.9. All votes of support or non-support are subject to the guidelines as contained in the CMU/FA Agreement and the P&A Handbook.

3.11. Hiring New Faculty and P&A Clinical Supervisors – Division Procedures

3.11.1. The primary Division of employment will form a three-member search committee. Typically this committee will consist of one full time faculty

and one full time P&A Clinical Supervisor from the primary Division and a member from the other Division in the Department.

3.11.2. The role of the search committee will be to:

3.11.2.1. develop appropriate recruitment materials that pertain to the position to be hired.

3.11.2.2. screen all applicants and conduct appropriate preliminary telephone interviews.

3.11.2.3. determine which of the applicants should have on-campus interviews.

3.11.2.4. schedule on-campus interviews.

3.11.2.5. assure that the search conforms to all college and university personnel and affirmative action guidelines.

3.11.3. After all on-campus interviews are completed, the primary Division of employment will vote to determine:

3.11.3.1. that one or more of the candidates is/are appropriate to forward to the Department for recommendation for hiring, and if there are two or more, to rank order them. The recommendation(s) will be forwarded to the Dean.

3.11.3.2. to continue the search.

3.11.3.3. to consider the search process as failed.

3.11.4. All regular faculty and full-time P&A Clinical Supervisors from the primary Division of employment as well as all search committee members are eligible to vote.

3.11.5. A greater than 50% majority of votes cast (abstentions are not counted as votes) is needed for any candidate to be considered at the Department level.

3.12. Hiring New Faculty and P&A Clinical Supervisors – Department Procedures

3.12.1. All full time regular faculty and full time P&A clinical supervisors in the Department are eligible to vote for each candidate forwarded to the Department from the primary employment Division.

- 3.12.2. The vote taken at the Department level for each candidate will be for either “as acceptable” or “non-acceptable” for hiring.
- 3.12.3. A greater than 50% majority of votes cast (abstentions are not counted as votes) is needed to reflect acceptability of each candidate for employment. A candidate not receiving more than 50% of the votes cast will be dropped from the search.
- 3.12.4. If more than one candidate is acceptable, the Department will rank order them and the recommendation to the Dean from the Department will be to offer the position to the top candidate. If the offer is turned down, the recommendation to the Dean will be to offer the position to the candidate with the next highest ranking and so forth.
- 3.12.5. If all candidates forwarded to the Department from the primary Division of employment are not acceptable, the search committee will be directed to continue the search, if possible, or the search will be declared as failed.

4. Department Procedures

4.1. Budgets and Accounts

4.1.1. Accounting Procedures

4.1.1.1. The Department Chairperson is held responsible for all Department operations:

- A. Hence, he/she should be informed of the handling of all accounts.
- B. As is the case with regular Department accounts, he/she should serve as an authorizing signature on all Department accounts.

4.1.1.2. Account Numbers

- A. Appropriate account numbers with categorical codes should be included on all purchase requisitions and invoice vouchers.
- B. All such charges must be cleared in advance with the appropriate account administrator.

- 4.2. Approval of Expenditures
 - 4.2.1. Responsibilities of the Department Chairperson include approval of expenditures from Department funds before commitments are made.
 - 4.2.2. The approval of expenditures include signing requisitions for Department equipment, supplies, and payment requests.
- 4.3. Research Support and Services
 - 4.3.1. The University Academic Senate Standing Committees on Faculty Research and Creative Endeavor (FRCE) and Faculty Teaching and Program Development (FTPD) serve as reviewing bodies of requests for university support of research and creative projects and allocate available funds.
- 4.4. Supplies – Office and Instructional
 - 4.4.1. The Department will provide supplies essential to any Department course or project.
 - 4.4.2. Requests for supplies are processed by the Department Secretary.
 - 4.4.3. Students shall be responsible for their own supplies including audio and video tapes, computer disks, and paper for copying class projects.
- 4.5. Telephone
 - 4.5.1. Telephone – Use for Department Functions
 - 4.5.1.1. It is essential that every faculty and staff member attempt to restrict the number and length of long distance phone calls.
 - 4.5.1.2. Personal calls are not chargeable to University phone accounts. All such calls should be charged to your home number or on personal phone credit card.
 - 4.5.2. Telephone – Use on Behalf of Other Organizations
 - 4.5.2.1. The caller should keep an accurate ledger sheet recording all calls by date, person called, and professional organization to be charged. Copies of the monthly phone bill may be obtained to submit to the organization for reimbursement.
 - 4.5.2.2. It is the responsibility of the faculty member to see that the Department is reimbursed.