

PROCEDURES, CRITERIA, AND  
 BYLAWS  
 DEPARTMENT OF  
 HEALTH PROMOTION AND REHABILITATION

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TABLE OF CONTENTS

Preface . . . . .	2
Introduction . . . . .	2
Governance, Structure, and Operation Methods . . . . .	3
The Position of Chairperson . . . . .	3
Departmental Standing Committees . . . . .	4
Procedures for Development of Measures and Standards for Hiring, Retention, Tenure, Promotion and Merit Pay . . . . .	6
Procedures for Development of Measures and Standards . . . . .	6
Measures and Standards for Tenure . . . . .	7
Measures and Standards for Promotion . . . . .	9
Measures and Standards for Salary Adjustment - Full Professors . . . . .	14
Criteria for Appointment of Temporary Faculty . . . . .	14
Criteria for Reappointment . . . . .	15
Procedures for Forwarding Departmental Recommendations for Tenure, Promotion and Reappointment . . . . .	15
Selection of New Faculty . . . . .	16
Appointment of Independent Contractors . . . . .	17
Additional Departmental Policies and Procedures . . . . .	17
Procedures for Class Assignment, Advisement Responsibilities and Committee Service Responsibilities . . . . .	17
Leaves of Absence . . . . .	18
Alternative Assignments . . . . .	18
Allocation of Travel Funds . . . . .	18
Procedures for Allocating Assigned Space . . . . .	19
Procedures for Supplemental Activities . . . . .	19
Procedures for Recommending Membership in Graduate Faculty . . . . .	20
Faculty Development Retooling Policy . . . . .	20
Procedures for Full-time Teaching Equivalent Reduction . . . . .	21
Appendix I - Duties of the Department Chairperson . . . . .	21
Appendix II - Department Chairperson Selection Procedures . . . . .	24

Appendix III - Policy on Temporary Faculty . . . . .	25
Appendix IV - Policy on Academic Use of Non-IPCD Independent Contractors . . . . .	29
Appendix V - Guidelines for Scheduling . . . . .	31
Appendix VI - Professional Services Agreement . . . . .	32
Appendix VII - Retention of Non-Tenured Faculty Policy . . . . .	33
Appendix VIII - Definitions . . . . .	34

Preface

**History.**

Original Version. The Procedures, Criteria and Bylaws of the Health Education and Health Science Department were first developed in 1972, using procedures recommended by the University's administration.

Subsequent Revisions.

1. First revision was made in 1978.
2. Submission of proposed revisions were made, in 1986 and in March of 1990, which were not approved.

Each of the four documents was developed by a faculty committee and presented to the department for formal approval. However, only the 1972 and 1978 documents have been approved to date by both the Dean and the Provost.

**Intent.**

This document is viewed by the department as the primary compilation of department policies. An attempt has been made to keep them broad enough to provide guidance to decision-makers in most situations and specific enough to protect the rights and interests of the faculty.

I. Introduction

- A. The Procedures, Criteria, and Bylaws serve to assure that the faculty of the Department of Health Education and Health Science is in compliance with the Agreement between Central Michigan University and the Faculty Association. This document supplements, but does not replace, provisions of the Agreement, often referred to as the contract.
- B. The Department of Health Education and Health Science faculty, as a whole, shall be scheduled to meet once each

month during the academic year. Notification of all meeting dates will be provided by the departmental Chairperson at the beginning of each semester. A departmental meeting may be cancelled or additional meetings called with a minimum of five working days advance notice. Other departmental business will be conducted in departmental standing and/or ad hoc committees with minutes distributed to the department as a whole, allowing time for comments.

- C. A quorum of two-thirds of those eligible to vote of regular and full-time temporary\* faculty will be required to be in attendance to conduct faculty business. Secret ballots will be allowed on specific items as prescribed.

\* See definitions 1 and 2, appendix VIII, page 39.

- D. Bylaws may be revised, amended, or reviewed by submitting a petition signed by a simple majority of the regular faculty to the Chairperson two weeks prior to a departmental faculty meeting for the privilege to review the current bylaws. Final changes will occur when two-thirds of the regular full-time faculty endorse said change\*.

\*See definition 1, appendix VIII, page 39.

## II. Governance, Structure, and Operation Methods

### A. The Position of Chairperson

1. The role of departmental Chairperson is recognized as a primary leadership position in the University. The Chairperson's duties, assigned by CMU, are grouped under the following major categories: Administrative Functions, Faculty and Personnel Functions, Liaison Functions, Student-Related Functions, and Leadership Functions (see appendix I, page 23).
2. Compensation for departmental Chairpersons - as specified in current contract.
3. The Health Education and Health Science faculty will complete a written form to provide informal annual feedback to the Chairperson. The Personnel Committee will be responsible for development of the instrument, its administration, and providing feedback to the Chair. The "feedback process" must be completed at least two weeks prior to final exam week of the spring semester (see appendix I, page 23).
4. In the final year of the appointment, a review of the department Chairperson will be conducted according to the contractual agreement. The Personnel Committee will be responsible for the review process. Earlier

review can occur if two-thirds of the regular faculty so petitions if not in violation of the contractual agreement. A vote will be made by regular full-time faculty who have completed two consecutive years of service to the department to recommend continuation of an individual as Chairperson.

5. The length of term will be determined by a vote of the regular full-time faculty and in accordance with the current Agreement.

B. Departmental Standing Committees

1. Personnel Committee

a. The function of the Personnel Committee is to work closely with the department Chairperson to implement departmental policies regarding selection, retention, tenure, promotion and retrenchment of faculty.

b. Personnel Committee will consist of five (5) regular faculty members who are elected by regular faculty (definition 1A). Members of the committee will serve a two-year appointment on a staggering basis. Individuals may serve no more than two consecutive terms. Election of committee members will occur prior to final exam week of the spring semester. All newly elected members will begin their terms of office beginning work week of the next fall semester.

2. Curriculum Committee

a. Curriculum Committee is to be composed of not less than five members and will be appointed by the departmental Chairperson for a two-year term on a staggering basis providing representation in the discipline areas. Individuals may serve only two consecutive terms. Temporary faculty are eligible to serve on this committee (definition 2).

b. The duties of the Curriculum Committee include:

(1) To study, recommend, approve and evaluate departmental courses, including HES 512, for their consistency with the philosophy, goals, and objectives of the department.

(2) Be responsible for reviewing new curricular programs and revising curricula for under-

graduate majors/minors, including any options and concentrations on specific programs.

(3) Curricular authority for any request from IPCD and Extended Credit Courses (ECCO).

- c. The minutes of curricular meetings and curricular forms are to be forwarded to department Chairperson in accordance with University Curricular Committee guidelines. A Curricular Authority Handbook is available in the department office. The department Chairperson will distribute minutes to department faculty.
- d. Within five working days after distribution of Curriculum Committee meeting minutes, a simple majority of regular and temporary faculty may request in writing, or by vote in a department faculty meeting, the privilege to review a specific decision. The department regular and temporary faculty will then act as a committee of the whole and its decision will supersede the Curriculum Committee.

In the event of no objection to the approved minutes, they will be forwarded to the EHHS Curriculum Committee.

3. Ad-hoc Committees will be established on a "need" basis as a department or on a standing committee basis. These tasks will be short-term in nature and are discouraged wherever a faculty member, standing committee, or the department as a whole can act on the concern.

4. Special Departmental Appointments

a. Graduate Coordinator

(1) A graduate coordinator will be appointed at the pleasure of the department Chairperson.

(2) Duties of the graduate coordinator include, but are not limited to, functions as follows:

(a) coordinate establishment of graduate ideas, programs, etc.

(b) provide leadership for graduate program evaluation.

(c) recruit prospective students for graduate programs.

- (d) to facilitate wishes of the faculty regarding coordination of the graduate program.
- (e) to be responsible to graduate students in assisting them in their role as graduate assistants and interns.
- (f) to provide periodic meetings of graduate students and/or graduate students and faculty for the purpose of enrichment and better understanding.
- (g) to assist the department Chairperson in scheduling of graduate courses.

b. Assistant Department Chairperson

- (1) The Chairperson may select one or two assistants to assist with administrative detail permitting the Chairperson to provide more creative leadership and/or additional teaching responsibilities. The responsibility for such delegated tasks remaining with the Chairperson and appropriate participative involvement with faculty will be assured, i.e., scheduling, planning. Faculty may appeal decisions of assistant Chairperson directly to the department Chairperson. Released time will be granted considering the Chairperson's teaching load and total department SCH production. The appointments must be approved by regular and temporary faculty and will be for the period of time needed by the Chairperson or will terminate at the end of the Chairperson's appointment unless renewed.

III. Procedures for Development of Measures and Standards for Hiring, Retention, Tenure, Promotion and Merit Pay

A. Procedures for Development of Measures and Standards to Allow Faculty Participation:

- 1. All regular faculty in the Department of Health Education and Health Science are eligible to cast a ballot determining measures and standards for promotion and reappointment.
- 2. Measures and standards on reappointment can be changed only when two-thirds of the regular full-time faculty vote approval. The vote will be by secret ballot.

3. Tenure recommendations will be acted upon by regular full-time faculty members.
4. These standards are minimums and the university review may look for additional evidence. Candidates requesting consideration for tenure/promotion or merit pay are encouraged to submit additional evidence. This is expected for a strong recommendation.

B. Measures and Standards for Tenure

1. Eligibility for tenure shall follow that stated in the Agreement.
2. Departmental measures and standards shall be used in considering and evaluating faculty members for tenure. Categories are the same as those related to promotion from assistant to associate professor as discussed in Item III.C., page 10, of this document.

a. Teaching competency:

- (1) Demonstrates excellence in teaching.
- (2) Submit student opinion averages for questions 8 and 9-16.
- (3) Submit average of following questions:
  - Clear explanations have been made of important ideas.
  - This class has been stimulating and interesting.
  - The instructor encourages your ability to think.
  - Do you feel you learned a significant amount of the course content.
- (4) Select three courses that represent your teaching load and submit course outlines, objectives, and evaluating tools.
- (5) Submit other material where appropriate.

b. Scholarly and Creative Activity:

- (1) Publication - the major concern here is for probable impact upon knowledge in the discipline. Little value is attached to

publication for the sake of publication, hence, publication by reputable, professionally-related journals and publishers is implied by this criterion. "Reputable journals" refers to refereed regional, national and international periodicals. "Reputable publishers" include publishers other than vanity presses or subsidy publishers. Applicant must provide evidence to convince the personnel committee that the journal is "reputable" and the submissions are properly "refereed". Material must be published or accepted for publication. The required performance level for tenure shall be any one of the following: authored or edited book, article, or chapter in a book during the period of employment as faculty member in HEHS department. Publication of a textbook, reference book, or monograph "exceeds required level."

NOTE: Additional evidence of scholarly work may include: publication of articles, monographs, books, special reports, abstracts, serving on editorial boards, procured research grants, research papers and presentations presented before professional groups.

Professional presentations-includes papers that are presented at professional conferences and meetings. These may include the reporting of research, key note addresses, invited lectures, peer reviewed papers or poster presentations. Other types of presentations could be considered as long as they represent academic quality in the disciplines of the department.

c. Professional Growth of a Significant nature:

- (1) Active participation in health related professional organizations and conventions and election or appointment to offices within these groups is encouraged.
- (2) Evidence of additional graduate work and/or professional enrichment is required. Present evidence of professional enrichment, typically involves work experience such as workshops, certification examination or licensure.



d. University and Public Service:

- (1) Participation in departmental, college and university services.
- (2) Consultation services.
  - Course and/or program development.
  - Guest Lecturer - state where, when, and nature of involvement; whether within department, college, university or outside university.
  - Serve as curriculum advisor, research director, and supervisor of field experiences.
  - Service to the community, which is professionally related, i.e., board of directors, etc.

C. Measures and Standards for Promotion

1. Eligibility for promotion includes Department of Health Education and Health Science members who have served four years, which is to include the present year, or more in their present rank. Those granted leave of absence not to exceed twelve months during the four years shall considered eligible for promotion.
2. The University criteria as stated in the Agreement shall be followed.
3. The following department measures and standards are intended to complement University criteria as outlined in the Agreement. They relate to the process by which members of the Department of Health Education and Health Science shall be recommended for promotion.
  - a. Those who may be considered for promotion are:
    - (1) Personnel who hold tenured or tenure track appointments to the university's faculty within the Department of Health Education and Health Science.
    - (2) Members who have served four years or more in the department, which includes the present year, in their present rank. Those granted a leave of absence or alternative assignment which does not exceed twelve months during the four years, shall be considered eligible

for promotion or the salary adjustment for full professors (p. 15) in accordance with the current Agreement. Additional stipulations relating to alternative assignments can be found on page 19, Item C.-4.

- (3) Other individual faculty members may initiate a request to be considered for early promotion.
  - (a) A written request shall include documentation for early consideration, be submitted to the department Chair, and be received by said Chair in accordance with time guidelines set by the current Agreement.
  - (b) The department Chair shall provide a copy of the request and the accompanying documentation to the Chair of the Personnel Committee.
  - (c) The Chair and members of the Personnel Committee shall consider the request.
  - (d) In extraordinary circumstances, upon mutual agreement of the department, Dean, and Provost, an exception may be made to the minimum amount of service required.

b. Procedures for promotion within department.

- (1) Names and qualifications are to be submitted to the Personnel Committee by the department Chairperson by letter; with a copy of this letter sent to the candidate being considered. Qualifications shall include the highest degree, hours beyond the degree, present rank and the years in that rank.
- (2) A letter indicating desire for promotion consideration must be sent by the candidate to both the department Chairperson and the Chairperson of the Personnel Committee.
- (3) One copy of the candidate's portfolio is to be submitted to the department Chairperson by the candidate within the time frame determined by the Personnel Committee in consultation with the department Chair. The department Chairperson will send this material to the Personnel Committee.

(4) Committee recommendations

(a) Simple majority vote of the total Personnel Committee members will decide the recommendations following departmental input. The committee will send the recommendations to the Dean and department Chairperson. The department Chairperson will evaluate the candidate and submit a recommendation to the Dean prior to receiving the recommendation from the Personnel Committee.

(5) The candidate shall have the opportunity to read both the Personnel Committee and Chair's report after the final decision is made. The candidate will be given an opportunity to discuss the contents of both reports with the department Chairperson.

(6) Any faculty member may request a hearing with the department Chairperson and/or Dean to discuss his/her eligibility for promotion.

(7) All due dates will be established by Personnel Committee in accordance with agreement.

c. Departmental Measures and Standards For Promotion

(1) Teaching competency:

(a) Demonstrates excellence in teaching.

(b) Submit student opinion averages for questions 8 and 9-16.

(c) Submit average of following questions:

- Clear explanations have been made of important ideas.

- This class has been stimulating and interesting.

- The instructor encourages your ability to think.

- Do you feel you learned a significant amount of course content.

(d) Select three courses that represent your

teaching load and submit course outlines, objectives, and evaluating tools.

(e) Submit other material where appropriate.

(2) Scholarly and Creative Activity:

(a) Publication - the major concern here is for probable impact upon knowledge in the discipline. Little value is attached to publication for the sake of publication, hence, publication by reputable, professionally-related journals and publishers is implied by this criterion. "Reputable journals" refers to refereed regional, national and international periodicals. "Reputable publishers" include publishers other than vanity presses or subsidy publishers. Applicant must provide evidence to convince the Personnel Committee that the journal is "reputable" and the submissions are properly "refereed". Material must be published or accepted for publication. The required performance level for promotion from Assistant Professor to Associate Professor shall be any one of the following: authored or edited book, article, or chapter in a book since attaining present rank at CMU. Publication of a textbook, reference book, or monograph "exceeds required level." The required performance level for promotion from Associate Professor to Professor shall be: one textbook, reference book, or monograph, authored or edited books, two articles or two chapters in books or an equated combination of the foregoing since attaining present rank at CMU.

NOTE: A grant award may be considered equivalent to one article in a refereed journal. Only the principle grant recipient will be eligible and the following criteria will be considered by the HEHS Department's Personnel Committee in judging its worth. 1. Competitive grant, that has relevance to the mission of the department, to do research, deliver, or evaluate programs,

or develop projects. 2. Resources or equipment of considerable value to the department are secured. 3. Considerable personal scholarly growth was gained by the grant recipient through its development. 4. Departmental prestige was enhanced in some manner as a result of the successful grant award. It is not intended that a grant under consideration meets all of the foregoing criteria to the same extent. It is recommended that the writer consult with the Personnel Committee to determine the applicability of a proposed grant to the stated criteria.

Additional evidence of scholarly work may include: publication of articles, monographs, books, special reports, abstracts, serving on editorial boards, procured research grants, research papers presented before professional groups.

(3) Professional Growth of a Significant Nature:

(a) Participation in health related professional organizations and conventions and election or appointment to offices within these groups is encouraged.

- Assistant Professor - active and participating membership.

- Associate Professor - election/appointment to office, committee chairperson, or responsible for organizational activities within professional group at state/regional level is encouraged.

(b) Evidence of additional graduate work and/or professional enrichment.

- Assistant Professor - minimum of MA and 45 semester hours of upper level graduate work in professional field required. Doctorate degree desired. Present evidence of professional enrichment since last promotion. It typically involves work experience such as workshops, certification examination or licensure.

- Associate Professor and Professor - earned doctorate required. Present evidence of professional enrichment since last promotion. It typically involves work experience such as work-shops, certification examination or licensure.

(4) University and Public Service:

(a) Services evaluated in terms of participation in departmental, college and university committees.

(b) Consultation services.

- Course and/or program development.
- Guest Lecturer - state where, when, and nature of involvement; whether within department, college, university or out-side university.
- Documentation of grantsmanship.
- Serve as curriculum advisor, research director, and supervisor of field experiences.
- Service to the community, which is professionally related, i.e., board of directors, etc.

D. Measures and Standards for Salary Adjustment - Full Professors

1. Measures and standards for determining salary supplement for Full Professors will be the same as that used in promotion of an Associated Professor to Full Professor. Criteria are listed from pages 12-14

E. Criteria for Appointment of Temporary Faculty

1. The selection of all temporary, full-time faculty will utilize the same procedure as regular full-time faculty when the time frame allows. If the time frame is too short, a procedure acceptable to the department will be followed. This will be determined on a case by case basis. Entry level qualifications will be determined by department needs per the Chairperson and in consultation with the Personnel Committee. Temporary faculty will be evaluated annually by the Chairperson and students. Evaluation criteria will consist of teaching capability, departmental contributions,

university and community services, as well as other responsibilities determined by the department, prior to employment inclusive in the position description.

- F. Criteria for Reappointment of Temporary/Tenure Track Faculty
1. All temporary faculty hold a probationary appointment subject to annual review and reappointment (see appendix III, page 28). The department Chairperson shall consult with the department's Personnel Committee regarding the rehiring of full-time and part-time temporary faculty. Consultation will be based upon a review of teaching performance and other services as applicable.
  2. The University criteria as stated in the Agreement, shall be followed.
  3. Additional departmental procedures for reappointment include the following procedures:
    - a. The department Chairperson shall distribute among all faculty members, including the faculty member under consideration, a Personal Opinion Form (appendix VII, page 38) for the purpose of assisting in determining reappointment or termination of the faculty member under consideration. This procedure shall be undertaken according to the University calendar before the faculty member's renewal of contract due date.
    - b. The Provost will, in writing, inform that faculty member of his or her retention according to the academic administrative calendar.
    - c. Notice of non-reappointment is made as stated in the Agreement.
- G. Procedures for Forwarding Departmental Recommendations for Tenure, Promotion and Reappointment
1. Recommendation of the Personnel Committee for tenure or reappointment will be reported to the candidate who will then have the opportunity to submit additional evidence of his/her performance. The final recommendation will be forwarded by the Personnel Committee to the Department Chairperson. The department Chairperson will attach a personal recommendation and forward both to the Dean.
  2. Independent recommendations on promotion are to be made by the Personnel Committee and the department Chairperson. However, prior to preparation of their

recommendation, they will meet to share perceived strengths and weaknesses of the candidate. The recommendation on promotion of the Personnel Committee and the Chairperson will be reported to the candidate who will then have the opportunity to submit additional supportive documentation. The two final recommendations will then be forwarded by the Personnel Committee and the Chairperson to the Dean. The Chairperson will receive a copy of the Personnel Committee's final action after a personal evaluation has been forwarded.

3. After the Dean of the college has received the recommendation for tenure, promotion, or reappointment, the individual(s) involved may request a meeting with the Chairperson of the Personnel Committee and/or the Chairperson to discuss the recommendation. A meeting will be set up within two weeks of the request.

#### H. Selection of New Faculty

When a full-time position becomes available and a search is approved by the Dean, the following procedure for the selection of new faculty will prevail:

1. EHHS Recruiting Guidelines will be reviewed.
2. All members of the department will be notified of the event in writing by the department Chairperson.
3. The Personnel Committee will define the position vacancy and determine the necessary qualifications to fill the vacancy and then will secure approval by regular faculty.
4. A job position vacancy notice, along with the qualifications desired of the applicant, will be disseminated to appropriate places following University Affirmative Action policies.
5. All credentials will be forwarded to the department Chairperson.
6. A screening process will be initiated by the Personnel committee in order to arrive at the top candidates.
7. Whenever possible, personal interviews should take place with the likely top candidates. In addition to the department Chairperson, if appropriate and available, other members of the Personnel Committee and department faculty should be invited to participate in the interview. In the absence of the department Chairperson, an interview may occur between the



candidate and faculty members specified by the Chairperson.

8. The ranking of candidates for the position should be completed according to the criteria set up by the committee.
9. Upon completion of ranking candidates by the committee, the Chairperson should be ready to negotiate with all appropriate parties concerned in an attempt to secure the best person from among those previously approved by department faculty.
10. Under extenuating circumstances, deviations from the above standard operating procedures may occur. However, the above procedures will be followed as closely as possible.
11. Students will participate as non-voting members in department search committees for the hiring of tenure/track faculty. Every effort will be made to involve students.
12. Selection of adjunct professors will be exempt from the above policy.
13. Procedures for departmental chairperson selection (see appendix II, page 26).

#### I. Appointment of Independent Contractors

The academic use of non-IPCD independent contractors will be determined by the department Chairperson in consultation with the Chairperson of the Personnel Committee. Independent contractors shall be appointed on a need basis determined by needed expertise, overload situations, or expansion of curricula offerings. Said contractors will be recommended for appointment to the Dean at the appropriate compensation level as indicated by qualifications on the part-time salary schedule. Each contractor shall be evaluated by the student population served. Reappointment of any contractor shall rest with need and proficiency in the classroom. (See appendix IV, page 32.)

#### IV. Additional Departmental Policies and Procedures

- A. Procedures for Class Assignment, Advisement Responsibilities, Committee Membership, and Service Responsibilities
  1. Class assignments, student advisement and committee assignments, except for the Personnel Committee, will be made by the department Chairperson. (See appendix V, page 34.)

2. New faculty will normally be exempt from student advisement and committee assignments during the first semester on campus. They will then be phased into such responsibilities.
3. Student involvement on department committees will be determined by a vote of the department's voting members.

B. Leaves of Absence

1. University, College of EHHS, and department guidelines will be followed.
2. Applicants for leaves of absence and the related decisions shall follow procedures according to the current Agreement.

C. Alternative Assignments - the following policy is to be utilized to minimize the effect of absent faculty when undertaking other assignments within the University.

1. Departmental approval must be sought for appointments, i.e., alternative assigned faculty via a majority regular and temporary faculty vote.
2. No more than 2 FTE positions may be granted alternatively assigned status.
3. All faculty presently on administrative leave are subject to this provision.
4. Application for an alternative assignment - it is the applicant's responsibility to make the case on how the activity will benefit the department. After the case is prepared and discussed, a vote will be taken by full-time faculty with a simple majority needed for approval.

D. Allocation of Travel Funds

1. The department Chairperson and all full-time teaching faculty members will each receive, upon request, the designated amount agreed upon by the department for professional development.
2. Each faculty member must use their allocation or designate its use by March 15 of each academic year for which it was appropriated. Otherwise, it will remain in the department SMCS budget. No allocations can be loaned or granted to other faculty.

3. Monies allocated to faculty may be used as University practices dictate.
4. If circumstances dictate that in a particular year the allowance will place the department in jeopardy of operating within the allocated budget, the Chairperson could alter the allowance. The Chairperson will attempt to manage funds in such a manner that this eventuality will not take place and faculty will be notified in advance of this action.

E. Procedures for Allocating Assigned Space

1. All classrooms will be assigned by the department Chairperson.
2. Office space will be assigned by the Chairperson according to the following priorities when a single office becomes available:
  - a. Length of University service, using seniority as described in the current Agreement.
  - b. Rank and years in highest rank.
  - c. Degree and years with highest degree.

F. Procedures for Supplemental Activities - the following procedures will be used in determining rotation compensation and equalization standards regarding teaching in summer sessions and Extended Learning appointments. Decisions shall be made on the same basis as those during the academic year and according to the current Agreement.

1. Courses will be determined by programmatic needs of students. History of past enrollment will be considered by the Chairperson. Care must be taken to assure that supplemental course offerings do not detract from regular semester enrollment.
2. Criteria for faculty member assigned will include:
  - a. Regular full-time faculty will be given preference
  - b. Academic preparation
  - c. Experience in teaching and/or working in the area
  - d. Current course work and other professional work
  - e. Faculty member teaches course during academic year
  - f. Demonstrated interest

3. Course offerings are determined by the department Chairperson in consultation with each faculty member. Faculty will be asked to complete a teaching preference form for additional teaching.
  4. The Chairperson will then make the assignment considering the following factors:
    - a. Within meeting student needs where possible, a variety of courses will be offered.
    - b. Should more than one faculty member qualify to teach a course, based upon number 2 above, a rotational system of supplemental assignments will be utilized and appropriate records kept.
    - c. Every effort will be made to offer one course to all those interested or qualified before a second course is offered to one faculty member.
  5. Regular full-time faculty teaching in the Department of Health Education and Health Science shall receive priority in supplemental assignments.
- G. Procedures for Recommending Membership in Graduate Faculty
1. Appointment criteria shall be: 1) Associate or Full Professor on regular appointment, 2) Assistant Professor with earned Doctorate or appropriate terminal degree on regular appointment, 3) Election by the departmental graduate faculty of other persons on regular or special appointment. All persons who are on the graduate faculty must have been involved in at least one of the following activities over a two-year period: 1) taught a graduate course at 600 level or above, 2) supervised graduate study research (independent study and/or thesis).
  2. The Graduate Dean makes appointments using Graduate Studies criteria.
- H. Faculty Development Retooling Policy - The overriding concern in all teaching assignments will be the best educational experience possible for the student. The depth and breadth of faculty training and experience in directly related areas combined with the quality of instruction will usually be major factors in faculty assignments. Faculty may wish or be needed to teach courses in other than the primary area with which they are affiliated. When such circumstances occur, criteria to be used in considering such requests are: 1) the need to offer the course, and 2) inability of faculty in that discipline to respond to that demand. Faculty within the

discipline should be given preference. When such circumstances occur or are anticipated, faculty should prepare a faculty development plan specific to the course for which approval is being sought. Such training normally will require attendance at workshops, completion of graduate courses, auditing and team teaching a course, etc.

Any of the above options should be supplemented by a self-directed program of study. The faculty development plan will be reviewed and approved by the department Chairperson.

I. Procedures for **F**ull-time **T**eaching **E**quivalent Reduction

1. Reallocation: positions are redistributed within the University, added to or deleted from departments.
2. Retrenchment: person is moved (reallocated) within the University.
3. Criteria for FTE Reduction decisions
  - a. Recovery of faculty reduced load.
  - b. Convert graduate assistantship to establish a faculty position.
  - c. Non-reappointment of non-tenured faculty.
    - (1) Criteria
      - (a) Establish department need
      - (b) Years of CMU service
    - (2) Procedures
      - (a) Vote of tenured faculty including the department Chairperson by secret ballot.

Appendix I - Duties of the Department Chairperson

CENTRAL MICHIGAN UNIVERSITY

The role of department Chairperson is recognized as a primary leadership position in the University. In performing the following duties it is assumed that Chairpersons will exercise considerable discretion and that these tasks will be fulfilled within the limitations imposed by the availability of resources. While considerable diversity may exist in the operation of various departments, there is a common core of duties to be assumed by the Chairpersons. The duties assigned by CMU are grouped under the

following major categories: Administrative Function, Faculty and Personnel Functions, Liaison Functions, Student-related Functions, and Leadership Functions.

#### Administrative Functions

The Chairperson is chief departmental administrative officer and primary representative of the academic discipline to which he/she belongs. This places the Chairperson in the unique position of fulfilling administrative responsibilities designated by the Dean and Provost, maintaining standards of the discipline, and meeting the professional expectations of the departmental faculty. Among the specific administrative tasks for which the Chairperson assumes responsibility and accountability are:

1. Communicating departmental needs and desires to the Dean and Provost;
2. Communicating and interpreting College and University decisions to the faculty;
3. Maintaining open lines of communication among specializations within the Department, and encouraging appropriate balance;
4. Encouraging the development and improvement of the departmental curriculum, and seeing that the proper curriculum forms are submitted on schedule;
5. Insuring the preparation of catalog information and schedules of class offerings in accordance with deadlines;
6. Supervising the departmental budget, support staff, record keeping, and the requisition of supplies, equipment, materials, and other instructional needs;
7. Developing and following procedures to assign faculty to classes, laboratories, studios, and other responsibilities;
8. Reporting undesirable or potentially hazardous conditions with respect to the physical plant;
9. Facilitating and encouraging grants and contracts from extramural sources;
10. Coordinating and supervising the departmental five-year plan, accreditation and departmental evaluations, and other reviews;
11. Cooperating with departments, college, schools, and other units in the accomplishment of their tasks.

#### Faculty and Personnel Functions

Among the most important duties of the Chairperson are those relating

to faculty and personnel. The success of the Department is frequently dependent upon the abilities of the Chairperson in this regard. Among the specific tasks for which the Chairperson assumes responsibility and accountability are:

1. Exercising leadership in recruiting and retaining capable faculty;
2. Evaluating faculty performance and the development of procedures for assessing faculty accomplishment;
3. Exercising independent judgements and recommendations relative to promotion, tenure, salary adjustments and leaves of absence;
4. Encouraging improvement of faculty performance by fostering good teaching, stimulating research, scholarly writing, and creative activity;
5. Promoting faculty professional development and enrichment, and encouraging faculty in their service to the University and the community;
6. Maintaining faculty morale by preventing and resolving conflicts, and by arranging for the effective and equitable distribution of faculty responsibilities.

#### Liaison Functions

The department Chairperson has primary responsibility for representing the Department and the discipline to the College, the University, and the community-at large. Among the specific duties for which the Chairperson assumes responsibility and accountability are:

1. Maintaining liaison with other departments and support units.
2. Fulfilling public relations responsibilities, and enhancing the departmental image and reputation on and off campus;
3. Promoting interdepartmental and interdisciplinary cooperation in the development and maintenance of academic programs.

#### Student-Related Functions

The recruitment and retention of outstanding students is often dependent upon how wisely and effectively the Departmental Chairperson responds to student needs. Among the specific duties for which the Chairperson is responsible and accountable are:

1. Coordinating the academic advisement process and monitoring the process to see that it is responsive to changing student goals and aspirations;
2. Encouraging student clubs and organizations which foster

- achievement and professional development;
3. Developing procedures for resolving student complaint about faculty, courses and/or programs;
  4. Informing students of special departmental registration procedures and enrollment criteria, etc., and administering those procedures when appropriate;
  5. Assure that students pursuing programs in the department have available to them appropriate courses to allow satisfactory progress toward their degrees.

### Leadership Functions

No one would presume in brief form to define the precise nature of leadership. There are obviously different styles and techniques for carrying out the duties of Chairperson. However, there are a number of duties that are important to the leadership of departments. Among them are:

1. Judging people fairly and thoughtfully;
2. Initiating and sustaining action towards defined goals and encouraging the initiative of others;
3. Demonstrating interpersonal relations that foster a professional working atmosphere;
4. Working with committees and promoting their effectiveness;
5. Engaging in consultation and participatory decision-making;
6. Being open to fair criticism;
7. Demonstrating objectivity.

### Appendix II - Department Chairperson Selection Procedures

#### Department of Health Education and Health Science

- I. Regular full-time teaching members of the Department of Health Education and Health Science will select a Search Committee.
- II. The Search Committee, separate from the Personnel Committee, will consist of five tenured faculty members from the Department of Health Education and Health Science. A sixth member will be selected by the original five members and will preferably be a Chairperson from a department outside the College of Education, Health and Human Services, who will act as a consultant. Students also may participate in department search committees for hiring of the Chairperson. The consultant and the student(s)



will not be voting members. (Reference HEHS Faculty Meeting Minutes, November 20, 1989.)

- A. All tenured full-time teaching faculty are eligible to be a member of the Search Committee.
- B. If a member of the committee has applied for the position, he will be removed from the committee and will be replaced by the faculty member receiving the next highest number of votes.
- C. All meetings of the Search committee will be open to regular faculty members.

III. Search Committee Responsibilities:

- A. Write a position description and qualifications.
  - B. Determine the feasibility of the Chairperson coming from outside the University and the alternatives thereof.
  - C. Solicit applications.
  - D. Screen applications.
  - E. Present an alphabetical slate of three to five applicants to the department faculty. Candidate interviews will be set up by the Search Committee for all regular faculty members.
  - F. Determine ranking or voting procedures to be followed by the total faculty.
  - G. Provide a liaison with the CMU affirmative action officer.
- IV. All regular faculty will vote on the candidates interviewed via the use of proxies, absentee and regular ballot, with a simple majority of all regular faculty required to carry the vote.
- V. All procedures will follow those outlined in the University's Affirmative Action Document.

Appendix III - Policy on Temporary Faculty

I. Introduction

- A. Central Michigan University employs some faculty who are on temporary appointments. Several reasons for such appointments exist. Among these are:
  - 1. Filling tenurable positions on a temporary basis. Departments may elect to recommend the appointment of individuals to fill tenurable positions on an interim

basis. Such appointments may be made for various reasons, e.g., because an incumbent is on leave, because a late resignation leaves insufficient time to complete a full search, or because a search results in an insufficient field of candidates. When a department elects to fill a tenurable position on a temporary basis it may not do so for more than one academic year (two consecutive semesters) unless the appropriate Dean and the Provost concur on a longer appointment of this sort.

2. Filling non-tenurable positions. Temporary faculty may also be appointed to fill faculty positions that are not tenurable but have been temporarily assigned to an academic unit. While it is inappropriate for such positions to be created and filled on a regular or long-term basis, two general sets of circumstances can be discerned and distinguished in handling such positions:
  - a. Individuals may be given temporary appointments, usually more than one-half time, in order to meet programmatic or enrollment needs whose long-range stability is not yet known. When such individuals have been appointed as a result of a national search for the temporary position, and when the FTE for this position remains with the department, appointments beyond the first year shall be treated as reappointments. (See Sections II.D, II.A.1 and IV.A., below). The Chairperson of the appropriate department, the Dean, and the Provost shall concur on the specific faculty members who are in this category.
  - b. Individuals may be given temporary appointments, usually one-half time or less, in order to cover unexpected enrollment needs, unusual circumstances involving special expertise or teaching assignments, or other unexpected or unusual need. Although such needs may require relatively non-term use of such individuals, efforts should be made to give, by consolidating, appointments of more than one-half time.
- B. There are circumstances in which the use of such appointments is of value to the university and to the individuals so appointed. At the same time, the injudicious use of temporary appointments is potentially damaging to the university, because such faculty members' association with the university tends to be of a more limited scope, and their academic and professional goals are thus not integrated into the long-term life of the university. Therefore, the use of such appointments is governed by the following

considerations:

## II. General Conditions

A. Temporary faculty are appointed for a specified contract period and are so informed as a condition of their employment. Initial appointments are normally made for one or two semesters. However, with the concurrence of the Department, Dean, and Provost, initial appointments may be made for a term of up to six consecutive semesters.\* Letters of appointment shall include the following:

1. The effective and ending date of employment;
2. The rank at which employed;
3. Salary, or the process by which it will be determined;
4. Specification of areas of responsibility; such as advising, areas to be taught, lab or studio activities and performance expectations;
5. Description of benefits program.

\*When the initial appointment is for more than one (1) year, an annual letter will be issued updating the information in the initial contract. With the letter of initial appointment the individual will be provided with a copy of the department's current procedures that deal with temporary faculty matters.

B. Individuals serving as temporary faculty more than one-half time may apply for support for research and teaching from appropriate university sources, with the exception of Research Professorships and Summer Fellowships. Should any additional resources be made available to regular faculty members for support for research and teaching, a specific decision will be made by the Provost as to whether these resources will be made available to temporary faculty. Grant support should not be denied solely because an applicant is a temporary faculty member, but the length of the person's term of appointment may be taken into account in judging the extent to which the university will benefit from the project.

C. The maximum number of fall or winter semesters that an individual may serve more than three-fourths time as a temporary faculty member varies by the rank of initial appointment at CMU and is equal to the probationary period for regular faculty members at the same rank. Such semesters of full-time service need not be consecutive. This limitation on the number of semesters of service does not apply to fall or winter semesters in which the individual serves three-fourths time or less.

D. When possible, temporary faculty serving more than one-half time will be notified by May 1 of appointment for a subsequent fall semester and December 1 for a subsequent winter semester. Such notification shall include the terms

of compensation (or the process by which it will be determined) for the faculty member's appointment. When these dates cannot be met and there is a possibility of subsequent appointment, the department chairperson is urged to advise the faculty member(s) of the reason(s) for delay.

### III. Procedural Rights

- A. Each department shall adopt appropriate procedures covering temporary faculty matters. These procedures shall be subject to the approval of the Dean and Provost. These procedures shall, at minimum, cover the following matters:
  - 1. Procedures and criteria for initial appointment and subsequent appointment including determining entry-level qualifications and evaluation of performance for subsequent appointment.
  - 2. Eligibility for department support, e.g., travel funds.
- B. The University's "Procedures for Handling Questions of Professional Concern Involving One or More Members of the Teaching Faculty" shall be fully available to temporary faculty members with the following exception: Temporary faculty appointed according to the provisions of Sections I.A.1. or I.A.W.B. may not bring a complaint regarding failure to be considered for a subsequent appointment.

### IV. Salary

- A. Temporary faculty whose responsibilities include involvement in departmental, school, college and university activities in a manner similar to regular faculty shall be paid at an initial base salary rate computed in the same manner as for regular faculty.
- B. Temporary faculty whose responsibilities do not include involvement in department, school, college and university activities in a manner similar to regular faculty shall be paid according to a schedule of salary ranges per semester credit hour taught adopted annually by the Provost. This schedule shall be determined in the following manner:
  - 1. An advisory committee is established annually to prepare a recommendation within the parameters as given them by the Provost. The committee shall consist of one chairperson from each college and/or school appointed by the Dean of each college and/or school and two persons appointed by the Provost. Their recommendation is submitted to the Provost who will determine the schedule of salary ranges per semester credit hour taught.

2. The schedule shall include the consideration of the amount of relevant experience and of the educational attainment of the individual involved.
3. The schedule should bear some relationship to the historical salary levels which have proven adequate to attract temporary faculty.
4. In any case, however, the minimum amount per credit hour for a person with a doctoral degree in the appropriate area and with no relevant prior experience shall be at least 75% of 1/24 of the minimum university-wide salary for a regular assistant professor.

#### V. Benefits

- A. Benefits are provided for temporary faculty holding appointments of half-time or more for at least one semester. These benefits shall be determined in the same manner as salaries outlined in IV.B.1 above.
- B. Temporary faculty serving less than half-time are eligible for MPSEERS and FICA participation and are covered by the university's travel accident insurance policy. These individuals are not eligible for any other benefits.

Academic Senate: 1-25-83; 9-24-85  
Board of Trustees: 3-4-83; 11-1-85

#### Appendix IV - Policy on Academic Use of Non-IPCD Independent Contractors

##### I. General Policies

- A. Central Michigan University hires individuals to teach as Independent Contractors when any of the following three (3) conditions arises:
  1. When an emergency vacancy in a department occurs (e.g., because of death, illness, leave of absence or resignation) during a semester, or near the beginning of a semester, the department may staff vacancies in scheduled classes by hiring independent contractors. Independent contractor staffing of an emergency vacancy shall not continue beyond the semester during which the vacancy occurs.
  2. When unanticipated enrollment demands for a course required of every major and/or minor in a department necessitates the late addition of a section for that course, the department may staff the vacancy in the

added (non-scheduled) section by hiring an independent contractor. An added section of a particular course shall not be staffed by independent contractors for more than two (2) consecutive semesters, or for more than three (3) out of six (6) consecutive semesters.

3. When a department offers a course requiring special staff expertise which is not available in the department, or in other departments in the University, the department may staff that course on an independent contractor basis.

B. Individuals will be issued independent contracts for university teaching involvements of one-half time or less provided they meet the University's criteria and the legal conditions applicable to such an arrangement.

## II. General Conditions for Hiring Independent Contractors

Independent contractors are hired for a semester and are so informed as a condition of their independent contracts. Independent contractors are bound by those items specified in the Professional Services Agreement. (A copy of the current agreement is attached.) Contracts shall include at least the following:

A. The effective and ending date of the contract period.

B. Fee for services performed.

C. Specification of areas of responsibility, such as student consultation, areas to be taught, and lab or studio activities.

D. Professional Services Agreement. With the contract, the individuals will be provided a copy of the department's current procedures pertaining to independent contractors.

## III. Procedures

Each department shall adopt appropriate procedures and criteria for determining qualifications and for evaluating the performance of independent contractors. These procedures and criteria shall be subject to the approval of the Dean and the Provost.

## IV. Professional Services Agreement

Independent contractors are bound by those items specified in the Professional Services Agreement (example attached).

## V. Professional Services Fee

The amount paid to an independent contractor is determined

through negotiations between the individual, the department Chairperson, the Dean and the Provost's Office.

Adopted by Academic Senate 2/19/85  
Revised by the Academic Senate 9/24/85

#### Appendix V - Guidelines for Scheduling

January 9, 1990

1. Class sessions should not be scheduled either before or after a physiology lab lecture in room 123B to allow time for preparation and clean-up if at all possible.
2. When matching instructors to courses, the following prioritized criteria will be followed as closely as possible:
  - 1) most qualified to teach the course
  - 2) seniority (academic rank)
  - 3) outside department obligations
  - 4) productivity in Department/College/University
  - 5) time involved with night classes, as well as continued Tuesday-Thursday schedules
  - 6) teaching methodology
3. When conflicts occur, the decision criteria for course assignment, time and/or room location will be based on academic rank, tenure, service to Department/College/University.
4. All MSA core concentration courses should be scheduled on Monday and Wednesday evenings in order to accommodate working adult students.
5. Everyone should teach a Monday-Wednesday-Friday combination, or two 6:30 pm or later classes.
6. Any classes which the department offers two or more sections of should have at least one Monday-Wednesday-Friday combination and the other section a Tuesday-Thursday combination.
7. Consult areas for needed offerings.
8. Establish class size relative to methods and be consistent with the number of cards made available at registration.
9. Clear assignments with each instructor prior to submission or publication so that errors or changes can be rectified.
10. Do not put too much faith in pre-registration printouts with respect to the anticipation of final enrollment.
11. One faculty member should not teach every Monday, Wednesday and

Friday every semester while others teach only Tuesdays and Thursdays. Scheduling should be done on a computer.

12. Fairness to students - certain courses which are essential should be noted in advance when they will be offered, i.e., HES 236 -- every spring semester.
13. If HES 390 is offered, it is helpful to coordinate course with other gerontology courses.
14. The department needs to ensure that enough HES 600 level courses are offered for our graduate students and that a proper rotation of graduate courses are made each year.

#### Appendix VI - Professional Services Agreement

##### CENTRAL MICHIGAN UNIVERSITY

This agreement specifies the terms by which the undersigned Contractor shall teach for Central Michigan University. The Contractor's fee, course(s) taught, time(s) of the course(s) and place(s) of instruction are specified in the attached letter, which is part of this agreement.

#### CONTRACTOR'S RESPONSIBILITIES:

1. Contractor is responsible for performing the work using contractor's professional judgment.
2. Contractor shall be responsible for providing his or her own location for work such as class preparation, grading papers, record-keeping and preparation of written materials.
3. Contractor shall select the educational material to be used and shall incorporate in that material those textbooks and other materials uniformly used in multiple section courses or which are otherwise part of the department's program. If the same textbook is not uniformly used or part of the department's program, contractor shall determine if one should be used and designate which one.
4. Teach the course(s) agreed to in the attached letter at the time and location set for the class, and be available to students for consultation, arranged by the contractor in addition to regularly scheduled class hours.
5. To submit the final graded class list(s) to the Registrar within two days of the end of the semester or session.
6. To abide by all department, school/college and university policies and procedures pertaining to instructional offerings.

IT IS MUTUALLY UNDERSTOOD:



1. That the Contractor is an independent contractor and as such will assume all legal obligations, including but not limited to federal and state taxes. It is further understood that the Contractor will not be entitled to the University contribution to Federal Social Security, will not be eligible for benefits from State Worker's Compensation or Employment Compensation, and will not receive any other benefit accorded an employee of the University.
2. That the Contractor, as an independent contractor, is not an insured party covered by any of Central Michigan University's insurance policies. Any professional liability protection is the Contractor's responsibility.
3. That no changes will be made in the arrangements stated in the attached letter without prior consent of both the Contractor and the University.

CENTRAL MICHIGAN UNIVERSITY MAY CANCEL ANY COURSE PRESENTATION DUE TO INSUFFICIENT ENROLLMENT, IN WHICH CASE THIS CONTRACT WILL BE DEEMED CANCELLED.

CENTRAL MICHIGAN UNIVERSITY CONTRACTOR

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Robert G. Franke, Provost

\_\_\_\_\_  
Date

Attachment:     Cover Letter  
                  Final Class List Procedures

3/81; 6/84; Rev. 2/90

Appendix VII - Retention of Non-Tenured Faculty Policy

PERSONAL OPINION FORM  
(For Colleagues)

Name of faculty member being evaluated: \_\_\_\_\_



- A. Full-time, non-tenured - 3/4 to full-time.
  - B. Part-time, non-tenured - less than 3/4 time.
3. Alternatively Assigned Faculty - department permission needed for assignment to duties outside the department in excess of 1/4 time. These faculty are not eligible for travel allocations, regular departmental vote casting, and supplemental teaching.
  4. Voting at faculty meetings for routine business will include regular and temporary faculty, unless otherwise designated.

Rationale: Deviation from Contract in:

- The department needs distinction between "regular" tenured vs. non-tenured "temporary" faculty for decision-making which has long-term impact on the department. Tenured faculty have a deeper concern. Similarly, tenure track faculty comprise a segment with still different aspirations.
- The contract definition of full and part-time is unclear.
- Our full time definition lends itself to greater concern and commitment to departmental interests than the 1/2 load separation.
- Alternatively assigned faculty are often on assignments that cause them to completely sever themselves from departmental concerns and, as a consequence, they fail to contribute to the department's welfare. It seems only fair then, that they be ineligible for department benefits nor should they have the privilege to cast a vote on any issue.