

DEPARTMENT OF JOURNALISM
PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

(Approved 10/98)

TABLE OF CONTENTS

| | | |
|--------|--|----|
| I. | PREAMBLE | 2 |
| II. | DEFINITION OF FACULTY..... | 2 |
| III. | JURISDICTION OF THE DELIBERATIVE BODY..... | 3 |
| IV. | DUTIES OF THE DELIBERATIVE BODY..... | 3 |
| V. | MEETINGS OF THE DELIBERATIVE BODY..... | 3 |
| VI. | QUORUM..... | 4 |
| VII. | VOTING PROCEDURES..... | 4 |
| VIII. | VOTING BY PROXY..... | 5 |
| IX. | REVISIONS AND AMENDMENTS..... | 5 |
| X. | POSITION OF THE CHAIRPERSON..... | 6 |
| XI. | SELECTION OF A NEW CHAIRPERSON..... | 9 |
| XII. | SELECTION OF AN ACTING CHAIRPERSON..... | 10 |
| XIII. | REMOVAL OF THE CHAIRPERSON OR THE ACTING CHAIRPERSON..... | 10 |
| XIV. | REVIEW AND REAPPOINTMENT OF THE CHAIRPERSON..... | 11 |
| XV. | STANDING COMMITTEES..... | 14 |
| XVI. | STATUS OF STANDING AND AD HOC COMMITTEES..... | 15 |
| XVII. | THE PERSONNEL COMMITTEE..... | 15 |
| XVIII. | THE SEARCH COMMITTEE, SUB-COMMITTEE OF THE PERSONNEL COMMITTEE..... | 18 |

| | | |
|---------|---|----|
| XIX. | THE CURRICULUM COMMITTEE..... | 20 |
| XX. | THE GRADUATE COMMITTEE | 20 |
| XXI. | PLANNING COMMITTEE | 20 |
| XXII. | POLICIES AND PROCEDURES COMMITTEE..... | 20 |
| XXIII. | THE LIBRARY COMMITTEE..... | 21 |
| XXIV. | UNDERGRADUATE GRIEVANCE COMMITTEE..... | 21 |
| XXV. | THE SCHEDULING COMMITTEE..... | 23 |
| XXVI. | CRITERIA FOR REAPPOINTMENT, TENURE, AND PROMOTION | 23 |
| XXVII. | PROCEDURES FOR DETERMINING RECOMMENDATIONS FOR REAPPOINTMENT, TENURE, PROMOTION, LEAVES, EXTENSIONS OF PROBATIONARY STATUS, AND FULL PROFESSOR SALARY ADJUSTMENTS..... | 36 |
| XXVIII. | RETRENCHMENT PROCEDURES..... | 38 |

PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

Department of Journalism
Central Michigan University

I. PREAMBLE

In accordance with policies approved by the Board of Trustees of Central Michigan University, and contractual requirements between Central Michigan University (CMU) and Central Michigan University Faculty Association (CMU Faculty Association), this document describes policies and procedures which shall be observed within the Department of Journalism.

These policies and procedures will be followed whenever the department members function collectively as a deliberative body, acting upon matters of academic and professional concern, or making personnel recommendations to appropriate levels of university governance.

II. DEFINITION OF FACULTY

A. The department's definition of faculty shall be that contained in the current

Agreement between CMU and the CMU Faculty Association.

- B. All persons employed within the department who meet the definition of faculty shall have the rights and responsibilities described in Articles III through VIII.

III. JURISDICTION OF THE DELIBERATIVE BODY

The powers of the department acting as a deliberative body shall include, but not be limited to, determining policy and making recommendations relative to:

- A. Curricular and course offerings.
- B. Departmental planning processes.
- C. Personnel, both academic and other, within the jurisdiction of the department.
- D. Scheduling of class and teaching assignments during the academic year, the Spring Session, and the Summer Sessions.
- E. Budgetary allocations within the jurisdiction of the department.

IV. DUTIES OF THE DELIBERATIVE BODY

- A. To elect all standing and ad hoc committees.
- B. To elect, when appropriate, department representatives to serve on University and college committees, councils, and other deliberative bodies.
- C. To respond to requests for information and action from other units of the University.
- D. To consider and act on recommendations arriving from standing and ad hoc committees within the department.
- E. To act on other such matters as it deems appropriate so long as such actions are not expressly prohibited by University policy and legal restriction.

V. MEETINGS OF THE DELIBERATIVE BODY

- A. Meetings of the deliberative body shall be scheduled at least once a month during the regular academic year, at times that do not conflict with the scheduled obligations of the voting members.
- B. The meetings shall be chaired by the department Chairperson or his/her designee.
- C. The proceedings shall be recorded by a secretary elected at the first meeting of the

academic year.

- D. The Chairperson shall distribute an agenda for regular meetings at least three working days before each meeting is scheduled.
- E. Any member of the department may communicate with the Chairperson and have an item placed on the agenda for consideration.
- F. While the department acknowledges and endorses the spirit of open meeting legislation, circumstances may require a closed session. At the motion of a member of the department, and with a majority vote, a meeting may be convened into a closed session. Only voting members of the department may attend closed sessions.
- G. Special meetings may be called when a matter requires the immediate attention of the department.
- H. Notice of special meetings is to be made in the most expeditious manner possible, including personal visit and telephone call.
- I. During vacations and other intervals in which it is unlikely faculty will visit offices on a regular basis, notification of regular or special meetings must be made by telephone or mail to the department member's home.
- J. In all matters of procedural dispute, Robert's Rules of Order shall serve as a guide for arbitration.

VI. QUORUM

- A. Quorum is defined as sixty percent of those who meet the definition of faculty in the Department of Journalism.
- B. Those members of the department on leave shall not be counted to determine quorum.
- C. No business shall be enacted if a quorum is not present.

VII. VOTING PROCEDURES

- A. All main motions before the deliberative body shall require a simple majority for passage, fifty percent plus one.
- B. Votes shall be by voice unless a member of the department calls for the use of an alternate method.
- C. On voice votes, the Chairperson shall announce the results immediately following the

vote.

- D. A roll call vote may be taken, provided that a motion for such a vote is approved by two-thirds vote.
- E. If a vote is taken by secret ballot, the Chairperson will count and announce the results of the vote, reporting only whether the motion has won or failed.
- F. At the request of any member, the number of ayes and nays will be announced.
- G. At the request of any member, the number of ayes and nays will be recorded.
- H. Secret ballots will be securely retained by the Chairperson for a period of 60 days following the vote.
- I. In voice votes, silence is consent.
- J. Those who abstain from a vote shall so inform the members of the department.

VIII. VOTING BY PROXY

- A. Voting by proxy is permitted when a member is on leave, ill, or temporarily absent.
- B. A proxy may be held for matters of reappointment, promotion, professor salary adjustment, tenure, sabbatical, and leave requests.
- C. A member of the department holding a proxy of an absent member must announce this fact at the beginning of the meeting, indicating whether the proxy is general, allowing another to vote on every question, or specific, power to vote on one question only.
- D. Members of the department who wish to vote by proxy must designate this responsibility to another in written form.
- E. By motion and vote, the written authorization to vote by proxy may be examined.

IX. REVISIONS AND AMENDMENTS

- A. Any faculty member of the department may request a revision or amendment to the policies and procedures of the department.
- B. Revisions or amendments to the policies and procedures shall be referred to, or initiated by, the department's Policies and Procedures Committee for its

recommendations.

- C. Recommendations of the Policies and Procedures Committee for revisions dealing with reappointment, tenure, promotion, professor salary adjustment, extension of probationary status, and leaves must be approved by the Personnel Committee and by majority vote of the department faculty.
- D. Recommendations of the Policies and Procedures Committee dealing with all other amendments or revisions must be submitted to the department faculty and approved by majority vote.
- E. The department will follow any relevant provisions in the current Agreement between CMU and the CMU Faculty Association dealing with amending department procedures and bylaws.

X. POSITION OF THE CHAIRPERSON

In addition to those responsibilities assigned by the University governance structure, the department has also determined the following are desirable and expected characteristics and duties of the Chairperson.

- A. Leadership and Communication.
 - 1. Effectively involves the faculty in decision making phases of department operations, exhibiting open-mindedness and adaptability.
 - 2. Encourages communication and interaction within the department.
 - 3. Chairs the department meetings effectively.
 - 4. Conveys the needs, decisions, and views of the department to the Dean and other administrative personnel within the University.
 - 5. Conveys the policies and procedures and decisions of the Dean and other administrators to the department.
 - 6. Effectively interacts with other journalism departments, professional organizations, and the media within the state and nationally.
 - 7. Presents a desirable representation of the department and the profession, both on campus and off.
- B. Relations to Faculty and Staff.

1. Leads and aids in the selection of qualified staff and faculty.
2. Attempts to distribute faculty and responsibilities fairly, recognizing individual expertise and needs of students.
3. Makes him/herself available to faculty and staff, listens to them, invites and considers their suggestions.
4. Expresses confidence and support for faculty and staff.
5. Respects the confidentiality of opinions expressed to him/her.
6. Encourages and helps faculty in professional development.
7. Effectively allocates clerical and supporting services to the staff within limitations of budget and personnel available.

C. Relationship to Students.

1. Has an understanding and concern for students.
2. Keeps the needs and concerns of students in mind when planning programs, courses, and schedules.
3. Makes him/herself available to students for advising and counseling.
4. Services and recognizes the needs of prospective students and those incoming.
5. Actively leads in seeking internships and professionally related employment for students.
6. Actively leads in seeking to provide placement contacts for graduates.
7. Assists students in identifying and making application to appropriate state and national scholarships, grants, and achievement awards.

D. Administrative Expertise.

1. Participates effectively on college and University committees.
2. Aggressively seeks support from higher administrative levels for human and material resources necessary for the achievement of departmental objectives.

3. Actively involves the department in budgetary decisions.
4. Oversees a well-organized and efficient office.
5. Manages department budgetary allocations effectively.
6. Works effectively with the clerical staff.
7. Effectively works with and oversees departmental correspondence.
8. Efficiently oversees department record keeping, reports, supplies, etc.
9. Spends an adequate amount of time in the office to take care of departmental business.
10. Aggressively promotes the department within the University.

E. Program Developments and Instructional Improvement.

1. Encourages and supports activities designed to nurture the growth of academic excellence within the department.
2. Encourages the faculty to maintain high academic standards.
3. Works effectively with the faculty to develop and revise curricula to meet changing demands.
4. Encourages experimentation in instructional activities.
5. Encourages faculty research and publication efforts.
6. Keeps abreast of faculty research and publication efforts.
7. Provides leadership in the evaluation of the effectiveness of programs and faculty.
8. Demonstrates leadership through providing opportunities for professional growth and development for students and faculty.

F. Professional Attributes.

1. Maintains high standards in teaching.

2. Maintains high standards in research and publication effort.
3. Maintains contacts and visibility with national organizations, both academic and journalistic.

XI. SELECTION OF A NEW CHAIRPERSON

- A. Selection and recommendation of a new Chairperson for the Department of Journalism shall be made by members of the Personnel Committee.
- B. Candidates for the vacant position shall be sought in accordance with University, college, and department policies and procedures.
- C. The department shall recommend candidates to be interviewed after the Personnel Committee has screened applicants.
- D. A rank listing of applicants shall be recommended to the Dean and the Provost.
- E. No person shall be recommended for consideration as Chairperson of the Department of Journalism unless that person:
 1. Is considered eligible for the rank of associate or full professor.
 2. Has previous teaching experience at an accredited college or university, preferably in a department of journalism.
 3. Has professional journalistic experience, or a significant record of academic, administrative, or teaching experience acceptable to the department in lieu of a professional background in mass media.
- F. No person shall be recommended for consideration by the Dean and/or Provost who does not meet approval by two-thirds of the voting members of the Personnel Committee.
- G. Voting shall be by secret written ballot.
- H. Any member of the Personnel Committee may examine the ballots to certify that the two-thirds provision has been satisfied.
- I. At least two members of the Personnel Committee, to be chosen by their colleagues, shall communicate the final choice to the Dean and shall consult with the Dean and/or Provost as to the Personnel Committee's deliberations.

- J. These representatives shall report back to the Personnel Committee and to the department the considerations of the Dean and/or Provost.
- K. If a present member of the Journalism Department faculty applies for the position as Chairperson, he/she must withdraw from all deliberations, screening, and discussion of candidates until a new Chairperson is seated. At that time, he/she may resume duties on the Personnel Committee and resume voting privileges.

XII. SELECTION OF AN ACTING CHAIRPERSON

- A. In the event the position of Chairperson is to remain vacant for a period of time exceeding 30 days, the Personnel Committee shall recommend to the Dean and/or Provost that an Acting Chairperson be appointed.
- B. This Acting Chairperson shall be selected by a two-thirds vote of the Personnel Committee.
- C. This Acting Chairperson shall be selected by a simple majority vote of the department.
- D. This Acting Chairperson shall be appointed to a term of office not to exceed one year.
- E. In the event a second year of vacancy occurs in the position of Chairperson, the Acting Chairperson may be recommended for reappointment for a second term.
- F. Reappointment shall require a two-thirds vote of the Personnel Committee.
- G. Reappointment shall require a simple majority vote from the department.
- H. While an Acting Chairperson serves, the Personnel Committee will actively solicit applications for the term appointment open, and will attempt to fill that position as rapidly as possible.
- I. An Acting Chairperson shall relinquish that position upon the hiring of a person to serve as Chairperson.
- J. An Acting Chairperson shall be considered, in all respects, the duly-appointed representative of the department in all matters of academic and administrative concern.

XIII. REMOVAL OF THE CHAIRPERSON OR THE ACTING CHAIRPERSON

- A. Recommendation for the removal of the Chairperson, either regular or acting, shall be made by the Personnel Committee to the department.
- B. A two-thirds vote of the Personnel Committee is required to approve a recommendation of removal.
- C. Reasons for the recommendation to remove will be forwarded to the department in writing from the Personnel Committee.
- D. Criteria listed in Article X shall be the basis for a recommendation to remove.
- E. A simple majority vote in the department shall approve a recommendation to remove the Chairperson.
- F. A motion to remove, approved by the department, will be forwarded to the Dean in writing.
- G. Reasons for the approval shall be forwarded to the Dean.
- H. If the department rejects the recommendation for removal, the action shall be reconsidered by the Personnel Committee.
- I. At this reconsideration meeting, both the Personnel Committee and the Chairperson may present information supportive of their positions.
- J. Upon completion of this reconsideration, the Personnel Committee must once again vote on retention/removal of the Chairperson.
- K. The vote on reconsideration will then be reported to the department.
- L. The department may uphold the recommendation or reject the recommendation from the Personnel Committee.

XIV. REVIEW AND REAPPOINTMENT OF THE CHAIRPERSON

- A. An informal annual review of the Chairperson shall be conducted each Spring Semester, normally after the spring break but before the beginning of final examination week.
 - 1. The department Personnel Committee will establish the procedures for the informal annual review. The procedures shall include opportunities for participation by all members of the department who hold teaching appointments.

2. The Personnel Committee will select an acting chairperson of the committee to coordinate the informal annual review.
 3. A meeting will be held at which the department Chairperson and the faculty discuss the results of the review.
- B. A formal review of the Chairperson for the purpose of recommending retention or non-retention of the Chairperson shall be conducted in the Fall Semester prior to the expiration of the Chairperson's current term of appointment, following the procedures outlined below.
 - C. As the Chairperson is usually the Chairperson of the Personnel Committee, at a meeting which initiates the review process, the committee shall elect a temporary Chairperson for the review.
 - D. A decision to recommend to the department the reappointment of the Chairperson shall require a two-thirds vote by the Personnel Committee.
 - E. If, after two ballots, the members of the Personnel Committee, a two-thirds vote on the question to reappoint or not reappoint the Chairperson is not obtained, the question shall be referred to the department.
 - F. A decision to reappoint the Chairperson shall require a simple majority of the department.
 - G. The term of appointment to the position of Chairperson normally shall be for not less than three years and not more than five years.
 - H. A recommendation to the department regarding the length of the specific term of assignment to the position of Chairperson shall be by a two-thirds vote of the Personnel Committee.
 - I. If, after two ballots by members of the Personnel Committee, a two-thirds vote on the question of the length of term of reappointment is not obtained, the question shall be referred to the department.
 - J. The length of term of the assignment to the position of Chairperson shall be decided by a simple majority vote of the department.
 - K. Data collected as part of the formal review process shall include, but not be limited to, the following:

1. The results of a questionnaire, to be distributed to all faculty, and which evaluates the desirable characteristics and performance expected of the Chairperson as listed in Article X of the department's policies and procedures.
 2. The results of the same evaluation form as completed by the current Chairperson.
 3. Written qualitative comments submitted by faculty members on issues, events, or activities perceived as being important in the evaluation process.
 4. Written qualitative comments solicited by the chairperson of the Personnel Committee from officers of recognized journalism student organizations.
 5. Written qualitative comments solicited by the chairperson of the Personnel Committee from area and state professionals.
 6. Other materials considered relevant by the faculty or current Chairperson.
- L. All data collected as part of the review process shall be made available to the Chairperson and each faculty member.
- M. The Chairperson shall have at least 10 days in which to respond in writing to the chairperson of the Personnel Committee regarding the materials gathered as part of the review process.
- N. Following the 10-day period, or as soon as possible upon receipt of a written response from the Chairperson prior to the expiration of the 10-day period, the Personnel Committee shall meet for the purpose of voting on:
1. The reappointment or non-reappointment of the Chairperson.
 2. The length of term of the appointment.
- O. Within five days of the Personnel Committee meeting, the department shall meet for the purpose of voting on:
1. The reappointment or non-reappointment of the Chairperson.
 2. The length of term of the appointment.
- P. At the appropriate meeting of the Personnel Committee and the department, the Chairperson shall be invited to respond in person to the material gathered as part of the review process.

- Q. All balloting shall be by secret written ballot.
- R. At the conclusion of the balloting, the chairperson of the Personnel Committee shall communicate to the Chairperson and the Dean the recommendation of the department as soon as possible.
- S. The Chairperson who considers the recommendation coming from the department adverse to his/her interests shall have the right of appeal.
- T. If the Chairperson seeks an appeal of the department's recommendation, he/she will notify the chairperson of the Personnel Committee within 10 days of notification of the department's recommendation.
- U. The chairperson of the Personnel Committee shall acknowledge the right of appeal and within 10 days, assemble the department for a special meeting to hear the appeal.
- V. The Chairperson may then submit any information or material which he/she believes may alter the recommendation of the department.
- W. At the conclusion of the appeal meeting, the department will once again vote by secret ballot.
- X. The chairperson of the Personnel Committee shall then notify the Chairperson and the Dean of the department's recommendation as soon as possible.
- Y. Other remedies are then available for the Chairperson who believes that the department's recommendation is not in his/her best interest.

XV. STANDING COMMITTEES

The Standing Committees of the department shall include, but shall not be limited to:

- A. Personnel Committee.
- B. Curriculum Committee.
- C. Graduate Committee.
- D. Planning Committee.
- E. Policies and Procedures Committee.

- F. Library Committee.
- G. Undergraduate Grievance Committee.
- H. Scheduling Committee.

XVI. STATUS OF STANDING AND AD HOC COMMITTEES

- A. Committees investigate, gather information, and make recommendations to the department.
- B. Recommendations originating from the committees require approval by the department.
- C. With the exception of the Graduate Committee, membership in the standing committees shall be by election by membership of the department at the first regularly scheduled meeting of the academic year. Also excepted is the Personnel Committee.
- D. Appointments are made for one year, and shall expire at the end of that term.
- E. Ad Hoc committees shall be elected when it has been determined by the department that such a committee will offer a contribution to the department's deliberations.
- F. Membership in Ad Hoc committees shall cease with delivery of the Ad Hoc committee's report to the department.
- G. Standing and Ad Hoc committees shall, with the exception of the Personnel Committee, elect their own chairpersons and determine their own procedures for the completion of their assigned tasks.

XVII. THE PERSONNEL COMMITTEE

- 1. All full-time regular appointees in the department, meeting the test of faculty, shall serve on the Personnel Committee.
- 2. The Chairperson of the department shall chair the meetings.
- 3. The Personnel Committee will make recommendations to the Dean, at times stipulated by University policy, relating to:
 - a. Appointment and reappointment of faculty.

- b. Promotion in academic rank.
 - c. Hiring new personnel, including faculty, temporary and part-time instructors, graduate assistants, and clerical staff.
 - d. Granting of tenure.
 - e. Requests for sabbatical and other leaves.
 - f. Applications for Full Professor Salary Adjustments.
4. The Chairperson shall make periodic reports on the use of SMCS funds to the Personnel Committee throughout the academic year.
 5. The Personnel Committee will recommend the distribution of teaching assignments during the regular academic year, summer sessions, and evening and weekend classes, for all courses carrying the JRN designator.
 6. Concurrence of the Personnel Committee shall be sought on CMU off-campus and correspondence teaching assignments, workshops, and institutes where University facilities are involved.
 7. The Chairperson of the department, in accordance with University schedules, shall propose a suggested list of courses to be offered during the summer sessions.
 8. The Personnel Committee will then recommend courses to be offered during the summer sessions.
 9. It is the intention of the Personnel Committee, and the department as well, that courses and faculty will rotate whenever possible in the spring and summer session assignments.
 10. Off-campus and correspondence courses shall be offered at the option of the individual instructor, subject to concurrence of the Personnel Committee.
 11. Quorum is defined as two-thirds of those who serve on the Personnel Committee.
 12. Those members of the department on leave shall not be counted to determine quorum.

13. No business shall be enacted without a quorum present.
14. All motions before the Personnel Committee shall require a two-third vote for approval.
15. All votes will be by secret written ballot.
16. The Chairperson of the department shall count and announce the results of the vote, reporting whether the motion has won or failed.
17. Ballots will be securely maintained for a period of 60 calendar days and then be destroyed.
18. By motion and vote, the number of ayes and nays will be announced.
19. By motion and vote, the number of ayes and nays will be recorded in the minutes of the meeting.
20. Voting by proxy is permitted. Procedures outlined in Section VIII shall apply.
21. A member of the committee whose request for retention, tenure, promotion, or leave is before the committee shall be excused while action on the petition is pending.
22. Meetings shall be scheduled to allow sufficient time for due deliberation before deadlines for making recommendations to the Dean and other levels of University governance.
23. The University calendar for consideration of personnel matters shall be observed.
24. Section V (points H through J) shall also apply to the conduct of the meetings.
25. In cases of graduate assistants and part-time instructors, the Chairperson of the department shall receive applications for each position and submit his/her recommendations to the Personnel Committee at the appropriate time.
26. The Chairperson of the department shall consult with the Personnel Committee on clerical, para-professional, and other support personnel appointments and terminations, and shall discuss, in advance, the efficiency ratings regularly submitted on such staff.

27. In the event of a faculty vacancy after the end of the regular academic year, or after the end of the Winter semester, the Chairperson of the department shall give notice to the Personnel Committee of a meeting at which a replacement and selection procedures shall be discussed.
28. The Personnel Committee may then empower the department Chairperson to interview and report to the committee his/her recommendations for replacement.

XVIII. THE SEARCH COMMITTEE, SUB-COMMITTEE OF THE PERSONNEL COMMITTEE

- A. The Chairperson of the department will call a meeting of the Personnel Committee when it is necessary to seek an addition or replacement to the faculty of the department.
- B. The Chairperson of the department will identify those areas of expertise and experience which he/she believes must be possessed by the successful candidate for the position.
- C. The Personnel Committee shall draft an appropriate announcement describing the expertise and experience required of the individual to fill the position, and other pertinent information about the University, the department, and the instructional program.
- D. A Search Committee shall be formed made up of at least three tenured members of the department.
- E. When screening applicants for faculty appointments, the following factors will be considered:
 1. Academic preparation.
 2. Professional experience.
 3. Teaching experience.
 4. Publication and research.
 5. Recommendations.
 6. Suitability to the needs of the department.

7. Interviews with members of the Personnel Committee.
 8. Other considerations, as appropriate.
- F. The Search Committee shall elect its own chairperson, who will work together with the Chairperson of the department and others necessary to implement the search procedure.
 - G. The Search Committee shall seek all appropriate means of identifying prospective candidates, affirming a dedication to non-discriminatory practices of any kind.
 - H. The Search Committee shall abide by all department, college, and University regulations regarding faculty searches.
 - I. Shortly after the close of the deadline for applications, the Search Committee shall present to the Personnel Committee an unranked list of those individuals it considers best qualified for the position.
 - J. The Personnel Committee shall recommend those applicants who should be invited to interview.
 - K. Before the candidate is invited to interview, the Search Committee shall prepare a confidential file on the applicant, including academic preparation and grades, assessments of his/her professional and teaching effectiveness, examples of publication and research, and a statement of his/her objectives in seeking the appointment.
 - L. Each candidate on campus to interview will have the opportunity for personal discussion with each member of the department, preferably by separate appointment with each.
 - M. After the interviews have been completed, the Search Committee shall meet with the Personnel Committee to discuss the candidates and make recommendations.
 - N. The chairperson of the Search Committee shall entrust all files and records, correspondence, and other materials associated with the search to the Chairperson of the department.
 - O. The Search Committee shall cease to function when it has turned over all relevant information produced by the search to the Chairperson of the department.
 - P. The Chairperson of the department shall securely maintain the materials as required by University regulation.

XIX. THE CURRICULUM COMMITTEE

- A. The Curriculum Committee shall be composed of three members of the department elected at the first regularly scheduled meeting of the academic year.
- B. The committee shall investigate, gather information, and make recommendations to the department on matters of curriculum and course offerings.
- C. The committee shall elect its own chairperson and adopt its own procedures.

XX. THE GRADUATE COMMITTEE

- A. The Graduate Committee shall consist of members of the department designated by the University as graduate faculty.
- B. The committee shall discuss and determine all matters pertaining to the department's graduate program.
- C. Admission to the graduate program shall be made by the Graduate Committee.
- D. The committee shall elect its own chairperson and adopt its own procedures.

XXI. PLANNING COMMITTEE

- A. The Planning Committee shall be composed of three members of the department elected at the first regularly scheduled meeting of the academic year.
- B. The committee shall investigate, gather information, and make recommendations to the department on present and future equipment needs.
- C. The Committee shall elect its own chairperson and adopt its own procedures.

XXII. POLICIES AND PROCEDURES COMMITTEE

- A. The Policies and Procedures Committee shall be composed of three members of the department elected at the first regularly scheduled meeting of the academic year.
- B. The committee is charged with reviewing current policies and procedures documents and identifying sections which may be improved in either language or content.
- C. The committee shall consider requests from any member of the department to review and suggest changes in policies and procedures.

- D. The committee shall be cognizant of all requirements contained in the Tenure, Promotion, and Reappointment Policies provision of the current Agreement and any subsequent revisions or changes.
- E. The committee shall be cognizant of any policies approved by the Academic Senate which affect policies and procedures within the department.
- F. The committee shall elect its own chairperson and adopt its own procedures.

XXIII. THE LIBRARY COMMITTEE

- A. The Library Committee shall be composed of three members of the department elected at the first regularly scheduled meeting of the academic year.
- B. The committee shall monitor library holdings and shall make recommendations to the library for the purchase of materials.
- C. The committee shall receive requests for material purchases from any member of the department.
- D. The committee shall work with members of the professional library staff in assuring liaison between the library and the department.
- E. The committee shall elect its own chairperson and adopt its own procedures.

XXIV. UNDERGRADUATE GRIEVANCE COMMITTEE

- A. The Undergraduate Grievance Committee shall be composed of three members of the department, and an alternate, elected at the first regularly scheduled meeting of the academic year.
- B. The Chairperson of the department shall not serve on this committee.
- C. A member of the committee who is directly associated with a student grievance shall immediately step down and be replaced by the alternate.
- D. A student who has a complaint, other than on a grade, arising from his/her work in the Department of Journalism must, as a condition of further consideration, discuss that complaint with the instructor or instructors involved.
- E. If the student is not satisfied with the response, or the matter is not otherwise settled, the student has the right to appeal to the Chairperson of the department,

provided that:

1. The student must first submit to the Chairperson, in writing, a precise statement of the complaint, and;
 2. Such a complaint is filed within 30 days of the act or situation which gives rise to the complaint.
- F. On receipt of the written statement, the Chairperson then shall arrange a further meeting between the student and the instructor.
- G. At the meeting, the Chairperson shall serve as both moderator and judge.
- H. After hearing both parties, the Chairperson will make a verbal determination of the matter.
- I. If either of the parties so desire, the Chairperson will make a written determination of the matter, with copies to both parties.
- J. If the student or faculty member is not satisfied with such a determination, either shall have the right to invoke the good office of the Undergraduate Grievance Committee.
- K. A written and signed statement of the complaint, together with the remedy sought, must be presented to the chairperson of the Undergraduate Grievance Committee. Such complaint must be consistent with the nature of the previous complaint which either party believes to be still unresolved.
- L. Within 10 days of receipt of the statement, the chairperson of the committee shall convene that body to hear the dispute.
- M. The committee may proceed with whatever seems the most productive course in providing evidence, information, and opinion on the nature of the complaint and methods of resolution.
- N. The committee may determine whether its meetings shall be opened or closed, and whether the two parties shall be allowed to question one another. Internal rules, however, must be consistent with all applicable University regulations, and shall be established to protect the interests of both parties.
- O. The committee, meeting under its own rules, shall in executive session, prepare a written determination on the complaint.

- P. Copies of the determination shall be sent to the parties involved and to the Chairperson of the department.
- Q. The determination shall be advisory to the Chairperson of the department.
- R. These procedures shall not affect the rights of either party to proceed otherwise in accordance with the University code of policies and procedures relating to student rights and responsibilities.

XXV. THE SCHEDULING COMMITTEE

- A. The Scheduling Committee shall be composed of three faculty members of the department elected at the first regularly scheduled meeting of the academic year.
- B. The committee shall gather information, deliberate, and advise the department Chairperson and the Personnel Committee on the scheduling of courses, including number of sections, times classes are offered, orderly rotation of courses not offered each semester, and appropriate class enrollment sizes.
- C. The Chairperson of the department shall be an ex-officio, non-voting member of the committee.
- D. The committee shall elect its own chairperson and adopt its own procedures.

XXVI. CRITERIA FOR REAPPOINTMENT, TENURE, AND PROMOTION

- A. The Department of Journalism recognizes the value of granting appointment, reappointment, tenure, and promotion to two different, but equally valuable, "tracks" of faculty members: traditional academic and distinguished media professionals. Such recognition allows the department to best carry out its mission as an undergraduate program that prepares students for entry-level jobs at mass communication organizations.

A faculty member will be evaluated for reappointment, tenure, and promotion primarily according to the "track" on which the initial appointment was made.

- B. Teaching and Student Services.
 - 1. The Journalism Department at Central Michigan University believes that a commitment to teaching is demonstrated both inside and outside the classroom as faculty work in various ways to prepare students, in theory and in practice, for their profession. This commitment is demonstrated in a variety of activities, as the list below suggests.

2. Types of activities related to teaching and student services include, but are not limited to:
 - a. Teaching of theory, professional skill, internship, seminar and independent study courses, using appropriate pedagogy, methodology, and evaluation procedures according to the purpose of the course.
 - b. Advising students on both academic and career matters, including the signing of majors and minors.
 - c. Assisting students locate internships, scholarships, fellowships, graduate and advanced professional study opportunities, and other professional enrichment activities.
 - d. Providing written and oral recommendations for students.
 - e. Advising student organizations.
 - f. Participating in student conference and workshop projects.
 - g. Receiving formal recognition and/or awards from student organizations.
 - h. Receiving teaching awards or citations through the academic division of the University.
 - i. Obtaining teaching enrichment grants and/or stipends.
3. The faculty member has the burden of providing clear evidence that criteria have been met. Types of appropriate evidence can include, but are not limited to:
 - a. Scores on formal student evaluation forms.
 - b. Student comments on formal student evaluation forms.
 - c. Peer evaluations.
 - d. Self-evaluations.
 - e. Copies of student work showing faculty evaluation and guidance.
 - f. Letters from current and/or former students.

- g. Letters from mass communication professionals commenting on quality of student work.
 - h. Letters from mass communication professionals commenting on quality of faculty member's work.
 - i. Course syllabi and other course materials prepared by the candidate.
4. Suggested standards for assessing the quality of teaching and student services include:
- a. Currency and scope of knowledge and understanding of the subject matter taught.
 - b. Appropriateness of classroom pedagogies, methodologies, and student evaluation techniques according to the subject matter and to the size and level of the class.
 - c. Effectiveness of supervision of student projects and creative activities related to the department's mission.
 - d. Availability to students by holding sufficient posted office hours according to department policy, and at other times necessary.

C. Scholarly and Creative Activities.

- 1. Recognizing the diversity of faculty skills, interests, and teaching responsibilities -- and the department's "two-track" system for appointing and evaluating its faculty --the department encourages faculty members to engage in a variety of scholarly and creative activities.
- 2. Evaluation of member's activities will be consistent with the "track" on which the member was initially appointed.
- 3. It is expected that scholarly and creative activities will be refereed or juried using a system in which expert referees are invited or employed to evaluate the merits of the material or activity. The material may be refereed prior to publication or presentation, or, at the discretion of the candidate or department, the material or activity may be evaluated after publication or presentation. Procedures for the latter will be mutually agreed upon by the candidate and the department and an explanation of these procedures will become part of the candidate's file.

4. Types of scholarly and creative activities include, but are not limited to:
 - a. Publication of academic "track" material such as:
 - Bibliographies.
 - Books authored, co-authored, or edited by the candidate.
 - Book reviews.
 - Chapters in books.
 - Articles in scholarly journals.
 - Monographs.
 - Papers published as part of conference or convention proceedings.
 - b. Publication of professional "track" material such as:
 - Books.
 - Articles in professional journals.
 - Articles in newspapers or magazines.
 - Broadcast productions.
 - Photographs and other visual materials.
 - Reviews or commentaries in professional publications.
 - Professional studies or reports.
 - c. Acceptance and presentation of papers or exhibits at meetings of academic organizations.
 - d. Papers or presentations at meetings of professional organizations.
 - e. Invited speeches or other program presentations at meetings of academic or professional organizations.
 - f. Receipt of a grant, award, or other assignment to:
 - Conduct academic research related to mass communication, or
 - Benefit a professional mass communication organization.
 - g. Receipt of an award for scholarly and creative work from an academic or professional organization.
 - h. Performance of consulting work related to the candidate's discipline and the department's mission.
 - i. Working on the staff of an academic or professional mass

communication organization.

- j. Serving as a referee, juror, or reviewer for an academic or professional mass communication organization, or for a publisher of academic or professional materials.
5. The candidate has the burden of providing evidence of scholarly and creative activities, and shall provide an initial written interpretation of the quality and relevance of the evidence.
 6. Personnel Committee members will evaluate the candidate's evidence and interpretation prior to the committee's decision.
 7. Standards for assessing the quality of scholarly and creative activities shall include, but not necessarily be limited to:
 - a. The reputation of the academic or professional publications, or of the sponsor of presentations and other activities.
 - b. The scope (whether international, national, regional, statewide, or local) of the academic or professional publications, or of the sponsor of presentations and other activities.
 - c. The length and/or complexity of the activity.
 - d. The frequency of activities.
 - e. The relevance of the activities to the department's mission.
 8. Evidence that the candidate may provide as part of the evaluation process may include, but is not limited to:
 - a. Copies of published or broadcast works.
 - b. Galley or page proofs for published works.
 - c. Letters of acceptance of publications or presentations.
 - d. Letters of invitation for publications or presentations.
 - e. Audio or video recordings of presentations.
 - f. Photographs or other recordings of exhibits.

- g. Written evaluations of activities by referees, clients, professional employers, or organization officers.
- h. Copies of grant or award applications.
- i. Written notification of receipt of grants, awards, consulting, or professional creative assignments.
- j. Independent expert assessments of scholarly and creative activities.
- k. Written explanations of the referee or jury processes employed.

D. Professional Growth and Service.

1. A candidate for promotion and/or tenure shall provide evidence of professional growth through either (1) consistent involvement with academic activities and organizations, or with (2) consistent involvement in the mass communications field or (3) a combination of both.
2. Academic involvement activities include, but are not limited to, the following:
 - a. Membership in state, regional, and national academic organizations.
 - b. Attendance at workshops and meetings of state, regional, and national academic organizations, which are designed to update and/or augment his or her teaching skills and abilities.
 - c. Leadership in academic organizations.
 - d. Leadership in academic institutes, workshops, and meetings.
 - e. Receipt of a teaching or curriculum development grant from an outside agency or from the University.
 - f. Receipt of a grant to conduct scholarly communication research and/or research to benefit media or other communication organizations.
 - g. Presentations made at other academic and professional organizations.
3. Professional involvement activities include, but are not limited to, the following:
 - a. Membership in state, regional, and national professional organizations.

- b. Attendance at workshops and meetings of professional organizations, which are designed to update and/or augment his or her teaching skills and abilities.
 - c. Presentations of speeches at professional meetings.
 - d. Conducting workshops for professionals in the fields of mass communications.
 - e. Leadership in professional organizations, or as an academic representative in a professional organization.
 - f. Professional consulting.
4. Standards for evaluating the quality of professional growth activities include, but are not limited to:
- a. The consistency of association with professional organizations.
 - b. The regularity of attendance at professional workshops and meetings.
 - c. The scope (international, national, regional, state, or local) of the professional organizations.
 - d. The relevance of the activities to the department's mission.
 - e. The reputation of the professional organization or sponsor of the activities.
 - f. The significance of the activity within the organization, such as the holding of leadership positions.
 - g. The duration of involvement in the activity.
 - h. The complexity of the activity.
5. The candidate shall have the burden of providing evidence that he or she has met the criteria. Appropriate evidence may include, but is not limited to:
- a. Letters from peers commenting on the quality of presentations.
 - b. Letters from professionals commenting on the quality of presentations.

- c. Programs from workshops and meetings.
- d. Letters from organization leaders evaluating the faculty member's contributions.
- e. Articles in professional and other publications commenting on the faculty member's presentation and/or contributions.
- f. Results of faculty member's consulting.
- g. A summary of the faculty member's performance and contribution in the form of a vitae or via his or her listing.
- h. Written material attesting to the scope and reputation of the professional organization or sponsor of the activity.

E. Service.

- 1. A candidate for tenure and/or promotion shall provide evidence of service to:
 - a. The Department of Journalism and its students.
 - b. The college or university of which the department is a member.
 - c. Central Michigan University.
 - d. The University's and department's constituent communities.
- 2. Type of activities related to service include, but are not limited to, the following:
 - a. Department Service.
 - Serving on departmental committees.
 - Providing assistance to colleagues.
 - Guest lecturing in colleagues' classes.
 - Recruiting students into the department.
 - Bringing in outside professional speakers.
 - Conducting programs, workshops, and seminars or helping in the planning of them.
 - Assisting in the raising of funds from outside sources to benefit the department and its students.

- Guest critiquing for colleagues.
 - Serving as Chairperson for the department.
- b. College/University Service.
- Serving on college and University committees.
 - Providing assistance to other academics.
 - Guest lecturing in other colleagues' classes.
 - Serving as an officer or board member of the Faculty Association.
 - Serving as an advisor to a student organization.
 - Recruiting students to the University.
 - Conducting programs, workshops, and seminars or helping in the planning of them.
 - Assisting in the raising of funds.
- c. Constituent Community Service.
- Advancing the reputation of the University and the department within off-campus communities relevant to the department's and University's missions. Types of service activities include, but are not limited to:
- Presentation to, or participation in, groups or organizations within such community.
 - Serving as consultant or advisor to a community group.
 - Membership in community groups.
 - Serving as an officer in community groups.
3. Suggested standards for assessing the quality of such involvement include:
- a. Consistent long-term service.
 - b. Availability to colleagues, other academics, and the community.
 - c. Significant leadership positions and/or growth in kinds and amount of responsibilities.
 - d. Regular contributions of a quality nature.
 - e. Availability to serve the department, college, and University.
4. It is the faculty member's responsibility to provide evidence that he or she has met the criteria. Appropriate evidence includes, but is not limited to:

- a. Letters from colleagues, other academics, deans, commenting on or evaluating the faculty member's contributions.
- b. Letters from professionals and members of the community commenting on or evaluating the faculty member's contributions.
- c. Programs from seminars, workshops, and speeches.
- d. Letters from student and community organizations commenting on and/or evaluating the faculty member's contributions.
- e. Articles in publications commenting on the faculty member's presentation and/or contributions.
- f. A summary of the faculty member's performance and contribution in the form of a vitae or via his or her listing.

F. Levels of Performance for Reappointment, Tenure, and Promotion.

- 1. In keeping with its philosophy of the importance of recognizing diversity within its faculty, the Department of Journalism recognizes that each faculty member will present a different profile regarding Teaching and Student Services, Scholarly and Creative Activities, Professional Growth, and Service.
- 2. Candidates are expected to demonstrate increasing levels of performance at each successive application for reappointment, for tenure, and for promotion in rank.
- 3. Standards for judging increasing levels of performance include, but are not limited to:
 - a. The scope of activities, from local upward through state, regional, national, and international.
 - b. The academic and/or professional reputation of publications, organizations, and sponsors of activities.
 - c. The degree of complexity or sophistication of the activity.
 - d. The degree of relevancy of activities to the department's mission.
 - e. The degree of consistency between activities and the candidate's "track"

(i.e., academic or media professional).

- f. Continued quality of teaching, or demonstrated improvement thereof.
- g. The recency of activities, focusing on those since the candidate's last reappointment or promotion.

G. Applications for Reappointment, Tenure, or Promotion to Assistant Professor.

- 1. The candidate shall provide evidence of successful teaching through activities suggested in Section B(2). Such evidence shall include examples of at least three types, such as those suggested in Section B(3).
- 2. The candidate shall provide evidence of scholarly and creative activity. For tenure or promotion, such evidence shall include activity in at least two of the types suggested in Section C(4). At least one of the activities should be a refereed, juried, or independently assessed publication, paper, or presentation as described in Section C(3). Evidence should be consistent with that suggested in Section C(8).
- 3. Evidence of professional growth shall consist of at least one academic involvement activity such as those suggested in Section D(2), and at least one professional involvement activity such as those suggested in Section D(3).
- 4. Evidence of service shall consist of activities such as those described in Section E(2). The candidate should provide evidence of both department and college/university service as described in that section, using appropriate forms of evidence such as those suggested in Section E(4).

H. Applications for Reappointment, Tenure, or Promotion to Associate Professor.

- 1. The candidate shall provide evidence of successful teaching. Such evidence shall include activities of at least four types such as those suggested in Section B(2).
- 2. The candidate shall show evidence of scholarly and creative activity. Such evidence shall include at least three types of activity, such as those suggested in Section C(4). At least two of the activities should be refereed, juried, or independently assessed publications, papers, or presentations as described in Section C(3). Evidence should be consistent with that suggested in Section C(8).
- 3. The candidate also shall show evidence of professional growth. Such

evidence shall include at least three types of activities from either Section D(2) or D(3), depending on the candidate's "track," plus at least one type such as suggested for the other "track." The evidence shall be consistent with that suggested in Section D(5).

4. The candidate shall also show evidence of department service, including at least two types of activities such as those suggested in Section E(2)(a), and college/university service, including at least two types of activities such as those suggested in Section E(2)(b). Evidence of constituent community service, involving activities such as those suggested in Section E(2)(c), is recommended.
5. All evidence shall be consistent with that suggested in Section E(4).

I. Applications for Tenure or Promotion to Professor.

1. The candidate shall provide evidence of successful teaching. Such evidence shall include activities of at least five types such as those suggested in Section B(2).
2. The candidate shall show evidence of scholarly and creative activity. Such evidence shall include at least four activities, at least two types such as suggested in Section C(4). At least three of the four activities should be refereed, juried, or independently assessed publications, papers, or presentations as described in Section C(3). Evidence should be consistent with that suggested in Section C(8).
3. The candidate shall provide evidence of professional growth by at least four activities such as those suggested in either Section D(2) or D(3), depending on the candidate's "track," plus at least one other activity such as suggested for the other "track." Evidence shall be consistent with that suggested in Section D(5).
4. The candidate shall provide evidence of service by at least three activities such as those suggested in Section E(2)(a) and at least three activities such as those suggested in Section E(2)(b). Evidence of constituent community service, by activities such as those suggested in Section E(2)(c), may be presented as an alternative to one department service activity or one college/university service activity.
5. Evidence shall be consistent with that suggested in Section E(4).

J. Procedures for Evaluating Performance.

1. The Personnel Committee shall judge whether a candidate for reappointment, tenure, or promotion has met the standards, performance levels, and evidence responsibilities specified throughout Section XXVI.
2. In all reappointment decisions, and in every case in which a request for tenure or promotion is not approved by the Personnel Committee, the committee shall provide the basis for a written report to the candidate summarizing the reasons for its judgments.
3. The chairperson of the Personnel Committee shall be responsible for preparing the report, sharing it with the committee, and providing it to the candidate.
4. The content of the written report may be based on one or more of the following:
 - a. Statements made at the committee meeting at which the request is voted upon.
 - b. Statements made at a special committee meeting called for that purpose.
 - c. Written comments supplied to the chairperson by committee members.
5. The written report shall state the standards used in evaluating the candidate's performance, as related to the criteria, performance levels, and evidence responsibilities specified throughout Section XXVI, and summarize the committee's judgments.
6. The confidentiality inherent in the secret ballot system shall be respected and protected.
7. At the request of a candidate, a written report as described in Section J(2) above may also be provided when such candidate's application for reappointment, tenure, or promotion has been approved by the Personnel Committee.

K. Applications for Full Professor Salary Adjustment.

1. The candidate shall provide the types of evidence specified throughout Section I. (Applications for Tenure or Promotion to Professor) covering the time period since the candidate's most recent professor salary adjustment (if any). If no previous salary adjustment had been received, the evidence shall

cover the time period since the candidate's promotion to full professor.

2. The Procedures for Evaluating Performance set forth in Section J. of this Article will apply to applications for professor salary adjustment.
3. The Personnel Committee shall judge whether a candidate for professor salary adjustment has met the qualitative standards, performance levels, and evidence responsibilities specified in Section A. through F. of Article XXVI, as well as the quantitative requirements specified in Section I.
4. Candidate applications and Personnel Committee recommendations regarding professor salary adjustments are subject to criteria, standards, and procedures stated in the current Agreement between the University and the CMU Faculty Association.

XXVII. PROCEDURES FOR DETERMINING RECOMMENDATIONS FOR REAPPOINTMENT, TENURE, PROMOTION, LEAVES, EXTENSIONS OF PROBATIONARY STATUS, AND FULL PROFESSOR SALARY ADJUSTMENTS

- A. The Personnel Committee shall review evidence and make recommendations to the Dean concerning applications for reappointment, tenure, promotion, leaves, extension of probationary status, and full professor salary adjustments.
- B. The Chairperson of the department shall inform the members of the committee of the established deadlines for making recommendations to the Dean, Provost, and other levels of University governance.
- C. The candidate shall submit to the committee evidence supporting the application, as described in Article XXVI, at least five calendar days prior to the scheduled date of the committee meeting at which the application will be considered.
- D. The committee shall meet to consider the application at least 21 calendar days before its final recommendation is due to the Dean.
- E. Prior to the committee meeting, each committee member is expected to review the evidence provided by the candidate to support the application.
- F. At the committee meeting, the candidate shall have the opportunity to summarize and clarify his or her application, and to respond to questions and comments from members of the committee.
- G. The candidate also shall have the opportunity to request that any information known to committee members that might be adverse to the candidate's application be

disclosed to the candidate. The committee shall honor such a request.

- H. As a result of questions, comments, or adverse information raised by committee members at the committee meeting, the candidate may request a recess of the committee meeting for up to seven calendar days to prepare and submit additional materials supporting the candidate's application. The committee shall honor such a request.
- I. The committee will deliberate and vote on the candidate's application during executive session, from which the candidate will be excused.
- J. Voting shall be by secret written ballot. Voting procedures for meetings of the Personnel Committee, as described in Article XVII, shall apply.
- K. The candidate is entitled to a written report summarizing the reasons for the committee's recommendation, as outlined in Article XXVI(J).
- L. The chairperson of the Personnel Committee shall inform the candidate as soon as possible of the committee's recommendation.
- M. Any candidate who considers the committee's recommendation adverse to his or her interests shall have the right of appeal.
 - 1. A candidate seeking an appeal shall notify the chairperson of the Personnel Committee, in writing, within five calendar days following notification of the committee's recommendation.
 - 2. The chairperson of the Personnel Committee shall, upon receipt of a notification of appeal, schedule a meeting of the committee to consider the appeal. Such meeting shall be held no later than seven calendar days from the date the notification to appeal was received.
 - 3. The candidate seeking the appeal may submit any additional information or supporting evidence for consideration by the committee. Such additional information or evidence shall be made available to committee members at least two working days prior to the meeting at which the appeal will be considered.
 - 4. The candidate shall have the right to address the committee during the appeal meeting.
 - 5. The committee shall consider the appeal and vote on it, following the procedures described in Sections I and J of this Article.

- N. The chairperson of the Personnel Committee shall notify the Dean of the committee's recommendation, and forward to the Dean any written report from the committee as described in Article XXVI(J).
- O. Candidates for sabbatical or other leaves shall complete any required college or University forms and submit them to the Personnel Committee as part of the evidence supporting the application.
- P. In considering applications for sabbatical or other leaves, the Personnel Committee will consider the impact of the leaves on the functioning of the department.

XXVIII. RETRENCHMENT PROCEDURES

- A. The Department of Journalism's policies and procedures regarding reduction and/or layoffs of faculty shall conform to the options and procedures stated in the current Agreement between the University and the CMU Faculty Association.
- B. In developing recommendations for implementing faculty reductions and/or layoffs, the department shall consider the programmatic needs of the department and its students, and shall attempt to exercise options available under the Agreement short of layoff of tenured and tenure-track faculty. The Personnel Committee shall decide, according to its procedures, which options to recommend to the department.
- C. All members of the department defined as faculty under Article II shall have a right to vote on the Personnel Committee's recommendations at a department meeting. A majority vote of the faculty shall be required to approve the Personnel Committee's recommendations.
- D. Should layoff of tenured or tenure-track faculty be required, the Personnel Committee shall prepare a formal recommendation for implementing the reductions. All voting procedures of the committee shall be followed in preparing the recommendation.
- E. The Personnel Committee's recommendation will be forwarded to the appropriate university authorities according to the current Agreement.