

DEPARTMENT OF PSYCHOLOGY
DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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DEPARTMENT OF PSYCHOLOGY
POLICY MANUAL

As required by the Agreement between CMU and the CMUFA, the following procedure describes the manner of faculty participation determining these bylaws (hereafter called Policy Manual) for the internal governance of the department.

1. Charge to the departmental Executive Committee to prepare a tentative set of departmental procedures, criteria, and bylaws.
2. Establishment by the Executive Committee of a draft of the Policy Manual.
3. Submission of the draft of the proposed Policy Manual to the department for critique.
4. Acceptance of the final Policy Manual by the majority vote of regular faculty members (tenured faculty and faculty on a tenure-track appointment teaching at least half-time) via secret ballot.
5. The departmentally-approved Policy Manual submitted to the Dean of the College and the Provost in accordance with the procedures set forth in the Agreement.

The only exception to these procedures was in the establishment of Tenure, Promotion, and Reappointment: Determination of Criteria section of this Policy Manual.

The only way to add, delete, or change material except in the appendices of the Policy Manual is by majority vote of the regular faculty. Voting shall be by secret ballot. The material will be distributed with the agenda at least one week prior to the departmental meeting. The results of the voting shall be reported in the minutes of the meeting. Material approved will be added, deleted, or changed pursuant to the current CMU-CMUFA Agreement.

GOVERNANCE

- I. Academic Senate

- A. Representation: All academic departments shall be represented in the Senate. The number of Senators shall be proportionate to the number of voting members in each department, except that there shall be at least one Senator from each department. No department shall elect more than one Senator for every twenty voting members or major portion thereof. Within the limits cited above, the Senate, or an agency designated by the Senate, shall determine the number of Senators every three years.
- B. Term: The term of members elected by academic departments shall be three years. Senators may not be elected to more than two consecutive terms from the same constituency. The Psychology Department is to elect Senators to three-year staggered terms.
- C. Election Procedures: An election shall be held at a regularly scheduled department meeting during the month of April in the academic year preceding the term of the new Senator. A slate of nominees recommended by the Executive Committee will be distributed with the meeting's agenda. Additional nominations may be made from the floor. Faculty on regular appointment with the rank of instructor or higher shall have the right to vote. Absentia votes may be delivered to the Chairperson in advance of the meeting. Election shall be by secret ballot. Election shall require a majority of the votes cast. When a majority is not obtained on the first ballot, the number of nominees to be considered on succeeding ballots shall be the two with the highest number of votes on the preceding ballot. In case of ties, all those receiving the highest number of votes shall be nominees. Voting shall continue by secret ballot until a majority vote is obtained. The results of each election shall be reported by the department Chairperson. Senators take office at the first meeting of the new academic year.
- D. Additional Information: See Faculty Handbook regarding the Academic Senate such as standing committees, junctions, membership, officers, elections, Senate procedure, amendments, and ratification.

II. Graduate Faculty

- A. Membership in the Graduate Faculty.
 - 1. There shall be two types of memberships:
 - a. Regular membership.
 - b. Associate membership.
 - 2. Criteria for regular membership shall be:

- a. Basic requirements:
 - (1) Associate or full professor on regular appointment;
or
 - (2) Assistant professor with earned doctorate or appropriate terminal degree on regular appointment;
or
 - (3) Other persons, who hold at least a Master's degree plus five years of qualifying professional experience, elected by the faculty of the department.

- b. Additional requirements:

Each person selected for membership in the Graduate Faculty must have been involved in the following activities within the four-year period immediately preceding their selection:

- (1) Teaching graduate students in courses numbered 500 or above, and/or supervising of graduate student theses, dissertations, research, independent studies, internships, field studies, or practica.
- (2) Engaging in research or creative endeavors defined as a published book, book chapter, or refereed publications in good quality professional journals. The criteria for quality are the same as used for tenure, promotion, and reappointment decisions. (Section XVII.E.)

- 3. Criteria for associate membership:

- a. Persons who have not met the criteria for regular membership may be selected on a temporary basis as non-voting members of the Graduate Faculty, upon recommendation of the department. Minimum criteria include a Master's degree plus five years of qualifying professional experience.
- b. Associate members may be appointed to a term of one session, one semester, or one to three years by the department.

- B. Procedures for Selection, Continuance, and Confirmation

1. The following procedures for selection, continuance, and confirmation must have been completed prior to the assignment of any faculty member to the teaching, supervision, or advisement of graduate students.
2. Procedures for selection:
 - a. Selection for regular membership in the Graduate Faculty shall be recommended by the department, based on the criteria stated in Section II.A.2. Qualitative judgments in the selection of Graduate Faculty are the sole responsibility of the Psychology Department.
 - b. Selection for associate membership in the Graduate Faculty shall be recommended by the department based on the criteria stated in Section II.A.2. Qualitative judgments in the selection of Graduate Faculty are the sole responsibility of the Psychology Department.
 - c. Normal University grievance procedures shall be followed in the case of appeal of a departmental decision.
3. Procedures for continuance:
 - a. For reappointment to the Graduate Faculty, a full or associate member must, within the preceding term, perform the activities in II.A.2.b.
 - b. Each regular Graduate Faculty member will report every four years to the Executive Committee on involvements in graduate education and research. Associate members must also file such reports before the end of their term.
 - c. The department will review the report, make a recommendation on continuance or discontinuance as a member of the Graduate Faculty, and forward the report to the Graduate Dean for confirmation.
 - d. Failure to file the report shall lead to automatic removal from the Graduate Faculty.
 - e. Normal University grievance procedures shall be followed in the case of appeal of a departmental decision.
4. Procedures for confirmation:

- a. Departmental recommendations for selection on the basis of the criteria stated above are subject to the approval of the Dean of the College of Graduate Studies.
- b. Departmental recommendations for continuance or discontinuance are subject to the approval of the Dean of the College of Graduate Studies.
- c. Individual or departmental appeals of the confirmation decisions of the Dean of the College of Graduate Studies may be made to the Graduate Council.

DEPARTMENT OF PSYCHOLOGY

I. Executive Committee

- A. Charge: The Executive Committee is a decision-making body whose decisions are subject to departmental approval and whose responsibilities include: determining teaching assignments, planning, tenure, promotion, and reappointment recommendations to the department, budget review, determining graduate assistantships and fellowships, authorizing policy and procedures of the Psychology Consultation and Training Center and all other department centers and programs, and authorizing the Chairperson to enact policy.
- B. Membership and Representation: Each of the five program faculties within the department is represented by a director. In addition, the Chairperson of the department serves as the Chairperson of the Executive Committee.
- C. Functioning: Executive Committee meetings are open to members of the Psychology faculty. Directors are not bound by their Program Faculty's decisions or recommendations when they come to Executive Committee meeting. The Executive Committee establishes procedures for its functioning.

II. Committees

A. College

Election procedures: An election to replace a vacancy shall be held at a regularly scheduled department meeting during the month of April. The representative shall be elected to begin serving at the first meeting of the next academic year. A slate of nominees recommended by the Executive Committee will be distributed with the meeting's agenda. Additional

nominations may be made from the floor. Faculty on regular appointment with the rank of instructor or higher shall have the right to vote. Absentia votes shall be delivered to the Chairperson in advance in the meeting. Election shall be by secret ballot. Elections shall require a majority of the votes cast. When a majority is not obtained on the first ballot, the number of nominees to be considered on succeeding ballots shall be reduced to two, and they shall be those who received the highest number of votes on the preceding ballot. In case of ties, all those receiving the highest number of votes shall be the nominees. Voting shall continue by secret ballot until a majority is obtained.

B. Ad Hoc

The Executive Committee or the department may create an ad hoc committee at any time. The creating body shall specify the charge, representation, term, and selection procedures for the Ad Hoc Committee.

III. Departmental Meetings

- A. Chair: Departmental meetings are chaired by the department Chairperson. In the absence of the Chairperson, the meeting is chaired by a faculty member designated by the Chairperson.
- B. Schedule: Departmental meetings are ordinarily scheduled by the Chairperson or Executive Committee as long as notice is given to department members at least one week in advance of the meeting. A meeting schedule for the academic year will be prepared and distributed by the department Chairperson prior to October 1.
- C. Quorum: At least one-half of the voting department members constitute a quorum. For purposes of determining a quorum, faculty on leave are not counted.
- D. Agenda: Agendas will be determined by the Chairperson in consultation with the Executive Committee and published and distributed in advance of the meeting. Department members may set aside the agenda of the departmental meeting by vote of a simple majority of those members present.
- E. Voting: Regular faculty on at least half-time appointment shall have a vote. Temporary faculty and representatives of departmental student organizations are encouraged to attend.

When voting is by secret ballot, with the exception of TPR decisions (see XVII.B.5.), the meeting Chairperson shall appoint two regular faculty members to collect and tally the ballots. The meeting Chairperson shall

announce the decision at the meeting, and the decision will be published in the minutes of the meeting. Upon publication of the decision, the original ballots will be destroyed.

Absentia voting: Absentia votes will not be permitted except where specifically provided for elsewhere in this policy manual.

IV. Chairperson

- A. Role: The role of department Chairperson is recognized as a primary leadership position in the University. CMU has a list of assigned duties published in the Chair Handbook. Other duties assigned by the department are enumerated throughout this document.
- B. Term: One to five years to be determined at time of election by agreement with department.

V. Psychology Consultation and Training Center Director

- A. Charge: To establish and implement proper procedures and policies for the operation and use of the Center which includes:
 - 1. Supervision of staff.
 - 2. Keeping financial records and a balanced budget.
 - 3. Writing an annual report to be presented to the Executive Committee in March concerning Center activities. This report should include budget, student training and supervision activity, summary of clientele served, research activity, and liaison activities with other departments, agencies, and the community.
 - 4. Writing a five-year plan as part of an ongoing process of the Center.
 - 5. Ordering, distributing, and keeping track of testing equipment and other supplies needed for Center and department testing courses.
 - 6. Scheduling of rooms.
 - 7. Maintaining and scheduling video equipment.
 - 8. Coordinating training and service as provided by practica and the Center.

9. Maintaining and developing public relations with community and other professional organizations.
10. Establishing working relationships with other service oriented Program Faculties on campus.
11. Organizing workshops and seminars.
12. Encouraging use of Center facilities for research.
13. Seeking external funding for the Center.

B. Election: The Chairperson initiates search proceedings in January, and compiles a file of credentials prepared by the candidates. The Executive Committee serves as a selection committee. The Executive Committee's choice will be sent to the department for approval at a scheduled department meeting. If the department rejects the Executive Committee's selection, then the process is recycled. The department decision is determined by majority vote taken by secret ballot.

C. Functioning: The position is equivalent to one-quarter FTE.

D. Term: The term shall be three years.

VI. Psychology Center Advisory Board

A. Charge: To advise and recommend policies and procedures for the operation and use of the Psychology Center.

B. Membership: The Board shall be composed of the Chairperson of the department, the Executive Committee members, the Director of the Psychology Center, and at least one community member (non-CMU employee).

C. Term: The non-university member serves for three years.

VII. Program Director

A. Charge: The role of Program Director is recognized as a significant leadership position within the department. While there may be a diversity in the functioning of programs, there does exist a common core of duties for all Directors. These duties include:

1. Directing the program by:

- a. Monitoring and ensuring compliance with accreditation guidelines and department policies,
 - b. Obtaining and using input from Program Faculty and students regarding program policies and practices,
 - c. Proposing program policy changes as needed,
 - d. Recommending course content and teaching assignments to Program Faculty,
 - e. Serving as liaison
 - (1) Among faculty members and students and
 - (2) Between the Executive Committee, Chairperson, and the Program Faculty,
 - f. Preparing and providing timely responses to Chairperson requests,
 - g. Supervising program evaluation and record keeping,
 - h. Coordinating admissions procedures and serving as an information resource for the program,
 - i. Chairing Program Faculty meetings,
 - j. Attending and participating in the functioning of the Executive Committee, and
 - k. Working to resolve students' complaints regarding any aspect of the program.
2. Providing program leadership by:
- a. Encouraging faculty/student participation in the development and operation of the program,
 - b. Maintaining a positive public image of the program,
 - c. Soliciting program resources, and
 - d. Exercising responsibility in recruitment of new faculty and students.

3. Demonstrating continued professional competence by staying abreast of new developments in the program area, publishing scholarly work, maintaining appropriate skills and actively participating in professional associations.
 4. Teaching courses in their area of specialization.
 5. Providing students with direction and support in their training.
- B. Term: Directors are elected to serve a three-year term. The Directors will be elected in January with their terms beginning the following fall.
 - C. Selection: Directors are elected by the Program Faculty at a previously announced meeting.
 - D. Qualifications: Directors must be a member of the relevant Program Faculty and meet accreditation requirements when applicable.
 - E. Functioning: To facilitate the accomplishments of their duties, Directors will be provided release time of one course per semester.

VIII. Program Faculty

Each program area of the department must necessarily have a group of faculty associated with it. Such Program Faculty consist of those persons who have a major time and career commitment to the program as evidenced by active participation in the operation of the program.

- A. Selection: Each tenured or tenure-track faculty member of the department specifies the program(s) with which he/she wishes to be affiliated. Multiple Program Faculty membership is encouraged. The requests are submitted to the Program Faculty. If denied, appeals may be submitted to the Executive Committee.
- B. Term: While the term of appointment is indefinite, individuals or Program Faculty may request changes to the Executive Committee.
- C. Voting: Individuals have full voting privileges within each Program Faculty to which they belong.
- D. Programs may determine their own operating procedures, subject to approval by the Executive Committee, as long as these are not in conflict with these Departmental Procedures, Criteria, Standards, and Bylaws. A written copy of these program operating procedures must be on file in the department office.

IX. Chairperson Selection Committee

- A. Charge: The Chairperson Selection Committee shall direct the search for a department Chairperson in accordance with the Chairperson selection section of these bylaws.
- B. Representation: Each of the Program Faculties within the department is represented by one faculty member. Program Faculty will determine their own procedures for election to the Chairperson Selection Committee. Candidates for Chairperson cannot be members of the Committee.
- C. Term: The Committee will be elected in September of the Chairperson's final academic year in office and function until a Chairperson is elected by the department.
- D. Functioning: The Committee will establish its own procedures in compliance with the departmental bylaws governing Chairperson selection.

X. Program Assessment

The Psychology Department recognizes the importance of assessment of student learning at a program level (i.e., beyond the individual course level).

- A. Assessment Plan: On a yearly basis (typically at the end of an academic year) Program Faculty will develop an assessment plan for each of the programs for which they are responsible.
- B. Content: The assessment plan for each academic year will include:
 - 1. Student learning objectives to be assessed,
 - 2. Assessment procedures (e.g., tests, interviews, supervisor feedback, survey),
 - 3. Assessment criteria.
- C. Results: A summary of assessment data will be forwarded to the Assessment Council in April of each year as required by the Council. Assessment data will be discussed in a Program Faculty meeting and will also be shared with students. A record will be maintained of program changes made as a result of assessment.

PERSONNEL MATTERS

XI. Faculty Workload

- A. The workload of faculty members in the Department of Psychology encompasses many professional duties and responsibilities necessary to their varied roles. Faculty have considerable discretion in carrying out their professional duties and responsibilities and will operate within University policies and procedures. These duties and responsibilities normally include but are not limited to:
1. Teaching consistent with master syllabi, and/or providing instructional support in a variety of manners and settings;
 2. Advising and consulting with students;
 3. If graduate faculty, advising and serving on thesis, comprehensive exam or paper, and dissertation committees;
 4. Engaging in scholarly and creative activity;
 5. Serving on department, college, and University committees;
 6. Engaging in professional or public service related to the discipline.
- B. The department and Dean share responsibility for appropriate faculty workloads.
- C. With respect to the establishment of appropriate faculty workloads, department faculty may, in accordance with departmental bylaws and procedures, make recommendations concerning their workloads. These recommendations must be approved by the Executive Committee.
- D. In the development of workload recommendations, the following guidelines apply:
1. The instructional portion of a faculty member's full-time workload in the Psychology Department normally consists of no more than nine (9) credit hours per semester for those faculty actively engaged in scholarship, and normally twelve (12) credit hours per semester for other faculty. Active engagement in scholarship shall be determined by a minimum of one refereed publication in a journal of good quality every four years.
 2. Adjustments to instructional workload may be made for various academic purposes, such as curricular or professional development activities, advising or directing responsibilities, and supervision of theses or dissertations.

- E. Adjusted workloads shall be recommended by the Executive Committee and approved by the Dean.
- F. In recognition of their responsibilities, the following adjustments to workload are established:
 - 1. Department Chairperson: release from two classes each semester,
 - 2. Program Director: release from one class each semester,
 - 3. Psychology Center Director: release from one class each semester.

XII. Teaching Assignments

- A. Regular Academic Year: Teaching assignments are recommended to the Executive Committee by the Chairperson in accordance with department workload policy. Teaching at locations distant from the main campus is governed by the current CMU-CMUFA Agreement and Off-Campus Teaching Assignments of these bylaws.
- B. Summer Teaching Assignments
 - 1. The Executive Committee, upon recommendation from the Chairperson, will determine the courses to be offered after thorough analysis of student needs, faculty requests, and program requirements for the fiscal year. The following guidelines will be used:
 - a. Priority should be given to full-time regular faculty for summer teaching.
 - b. Give every faculty member desiring summer employment at least one course before permitting an additional course or courses.
 - c. Additional regulations may be found in the CMU-CMUFA Agreement under Teaching Opportunities Additional to Semester Teaching.
- C. College of Extended Learning (CEL)
 - 1. The Psychology Department is supportive of CEL's efforts to provide quality educational courses and programs in off-campus settings. To that end the department is involved in recommending courses and faculty for CEL.

2. Psychology faculty may wish to develop courses to be offered through CEL in the form of an off-campus class, correspondence course, internet class, virtual classroom, or other mode. All such proposals begin with a syllabus which must be reviewed and approved by the Executive Committee before the faculty member makes further arrangements with CEL. The Executive Committee will consider the quality of the course, its feasibility for the proposed instructional mode, and the faculty member's workload, in determining whether or not to approve the course.
3. CEL determines courses that they will offer in various locations and by various modes. Faculty members may request approval to teach any of those offerings. The procedures to be followed are:
 - a. The faculty member completes a CEL teaching preference memo which indicates the name of the course, its location and dates, following procedures in the current CMU/FA Agreement. This is submitted to the department Chairperson along with a current vita. The Chairperson applies the following criteria:
 - (1) Faculty member's expertise, which can be demonstrated by regularly teaching the course for the department, current research in that area, approval by the director of the general masters, school, I/O, or clinical programs if the course falls into one of those domains, or for undergraduate courses the undergraduate program director.
 - (2) Faculty member's workload; in particular, evidence that the faculty member is fulfilling his/her responsibilities to the department.
 - (3) Evidence that teaching the class will not interfere with on-campus teaching responsibilities.
 - (4) The faculty member is not about to exceed 140% of base salary for the year, or the amount established in the current CMU-CMUFA Agreement.
 - b. If approved, the department Chairperson will forward the application to the Dean of the college.

4. CEL will send to the department approval forms for non-CMU psychology faculty to teach courses. The Chairperson sends these approvals to the appropriate director.
 - a. An appropriate degree and background are required to teach undergraduate courses.
 - b. In addition to appropriate degree and background, current research may be required for graduate courses.
5. Correspondence and Distance Learning Courses: The initiative in the development of correspondence and distance learning courses is the faculty member's in consultation with CEL. The final agreement between the faculty member and CEL is subject to the approval of the Chairperson in consultation with the Executive Committee.

XIII. Release Time

Requests for release time should be considered on a case-by-case basis by the Executive Committee following consideration and recommendation by the Program Faculty.

XIV. Sabbatical Leaves

A sabbatical leave at Central Michigan University has, as its central focus, a planned pattern of investment in the future for both the individual and the University. Consistent with this planned investment, the Psychology Department strongly supports sabbatical leaves as a primary form of faculty professional development. As such, this policy is intended to help faculty make use of the sabbatical leave for professional development. To facilitate proposal development, departmental notification of the need to begin preparing requests will be made in early April. While the actual submission deadline is September 1 of each year, faculty wishing review and feedback should submit proposals the preceding April.

While every effort will be made to support sabbatical requests, the integrity of programs must also be preserved. It is therefore necessary to evaluate proposals not only in terms of their absolute merit, but also in terms of their relative merit. If more requests are submitted than can be granted without infringing upon program offerings, the proposals must be compared with each other for the purpose of limiting the number supported in a given year. However, accrual of time for the next leave shall begin as though the proposal had been accepted.

Requests for sabbatical leaves will be considered by the Executive Committee following consideration and recommendation by the person's Program Faculty. Executive Committee review will use the following evaluation criteria:

1. University sabbatical leave evaluation criteria:
 - a. The quality of the proposal, its probable value to the professional development of the individual, and contribution to the University and students;
 - b. Potential value of the completed project to the University, the applicant's college, professional area, and students;
 - c. Evidence which exhibits sound preliminary planning of the project and ability to complete the project;
 - d. Past record of service to the University, research, teaching, and other scholarly and creative activity;
 - e. The years of service applicable toward the leave.
2. Overall departmental programmatic impact,
3. Recommendation from the applicant's Program Faculty,
4. Probability of completion (based upon the individual's record of task completion), and
5. Time constraints.

When departmentally approved requests represent more than 1/7 of the department's regular tenure-track FTE, requests will be rank ordered and forwarded.

XV. Non-University Professional Work Policy

- A. Full-time faculty in the Psychology Department of Central Michigan University are compensated for full-time service to the University during the period of their appointment. Such appointments carry a full-time load and assume the involvement of the individual in a range of academic and professional functions and responsibilities in the department, college, and University. These duties have been defined as an individual's "normal University responsibilities" and are agreed to by the faculty member, Program Faculty, and the Executive Committee.
- B. Faculty are allowed to participate in non-University professional work as long as normal University responsibilities are carried out in a satisfactory

manner as determined by Chairperson and Executive Committee review. Non-University work is difficult to define except as activity which is normally free of peer evaluation and not clearly related to University, college, and department duties, or CMU visibility. Such activities might include writing not related to psychology, or selling insurance, or real estate. Since it is not the business of the University, college, or department to evaluate non-University activities, then such activities have no place in the University. Consequently, University facilities, including a faculty member's office, support staff services, and University supplies such as stationery, telephone, computer, or mailing are not to be used.

- C. All activities for supplementary compensation are governed by the current CMU-CMUFA Agreement, and shall be reported to the department Chairperson and the Dean on an annual basis.
- D. Special Case: Faculty providing their professional skills to students for a fee creates a potential conflict of interest. Therefore, it is inappropriate for faculty to engage in a fee-for-service relationship with students.

XVI. Travel

- A. Allocation of Money: The Executive Committee will vote annually to determine the amount of funds allocated in equal shares to each regular, full-time faculty member for travel to conventions, conferences, workshops, meetings, and other activities that contribute to professional growth and enrichment. Less than full-time faculty on regular appointment will receive an amount that is proportionate to their FTE. The Chairperson will approve individual faculty requests in the amount determined.
- B. Special Cases: All special cases not covered by the above, such as faculty support beyond the limit, carry over, substitution, and student travel will be considered by the Chairperson. The Chairperson will give notice of support to the person making the request and to the Executive Committee.

XVII. Tenure, Promotion, and Reappointment

- A. General Principles: A number of general principles cut across decisions concerning tenure, promotion, and reappointment (TPR).
 - 1. A university is an institution where there is collective pursuit of knowledge and learning by its faculty and student body. It achieves highest stature when students are not only exposed to excellent teaching, but are themselves stimulated to create or discover new knowledge. Therefore, the professor should be motivated to attain the highest standard of teaching and research.

Ideally, he/she should be constantly involved in teaching and research for they are in fact part of the same educational process. Personnel policies should recognize the importance of both teaching and research.

2. In addition to teaching and research, psychology (as a science directly concerned with behavioral processes) might be expected to incorporate knowledge into social change. To affirm this, the Psychology faculty at CMU commits itself to apply the science of psychology to social problems, a commitment which may be reflected in community involvement on and off campus.
3. The creation of new knowledge manifests itself in different ways in various fields and disciplines. Departmental colleagues are best informed and, therefore, are in the best position to arrive at specific criteria or objectives which reflect contributions in teaching, research, and related community activities.
4. The primary responsibility of judging the extent to which department members have pursued their professional and University obligations, and have disseminated knowledge, rests with the department.
5. Measurement of the criteria set forth depends upon balancing factors, and require both quantitative and qualitative judgment considerations. Departmental recommendations on tenure, promotion, and reappointment are not made in a capricious manner. Minimum levels of performance in meeting criteria in primary and secondary categories must be specified.

B. Procedures: The decision-making process within the Psychology Department in regard to tenure, promotion, and reappointment is governed by University policy and by the current CMU-CMUFA Agreement. The department makes recommendations on TPR decisions using the following procedures:

1. Initiation of Action: It is the responsibility of the faculty member to submit his/her application for reappointment, tenure, or promotion to the department in accordance with the calendar published in the CMU-CMUFA Agreement. The Chairperson will provide timely assistance with regard to developing the candidate's dossier. However, it is the responsibility of the faculty member to assemble material in support of the personnel action being considered. This material will be made available for faculty review in the main office of the department for normally at least two weeks prior to the departmental meeting at which the

personnel decision is to be made. Appropriate measures for the security of the materials will be made.

2. Personnel Committee: The departmental Executive Committee shall serve as a Personnel Committee. Upon submission of the faculty member's dossier, the Personnel Committee shall review the materials in order to make a written recommendation to the department. The Personnel Committee will discuss each faculty member's dossier on the first Friday after the due date for application. The Personnel Committee may secure whatever additional information it deems necessary for making its recommendation. The Chairperson of the Personnel Committee (department Chairperson) will meet with each candidate to inform the candidate of the tentative recommendation from the Personnel Committee. Any additional information obtained by the Personnel Committee will be shared with the candidate. All candidates will have the opportunity during the following week to meet with the Personnel Committee to answer questions and/or provide more information if needed before a recommendation is forwarded to the department. All additional information utilized by the Personnel Committee in making its decision along with additional information provided by the candidate, shall be placed in a folder and made available for department review along with the candidate's dossier.
3. Tenure, Promotion, Reappointment Committee: Membership of the committee varies according to the action being considered. All regular faculty members in the department who have already been awarded the TPR decision are allowed to vote. In the case of professor supplement, all professors are eligible to vote.
4. Voting: At the regularly scheduled departmental meeting at which the TPR decision is to be considered, the Personnel Committee will present its recommendation, along with supporting evidence, to the entire faculty. After open discussion, a secret vote will be taken by the TPR Committee. Ballots must be returned to the Chairperson within three (3) working days of the meeting. Faculty members currently or previously related by family or marriage, or who have or have had a relationship which would make it impossible to make an unbiased recommendation, shall not be involved in personnel decisions or recommendations affecting that faculty member. A positive recommendation requires a majority of those voting. Tie votes will be treated as negative recommendations.

5. Disclosure: Following counting of the ballots by the Chairperson and one other faculty member, the recommendations will be published in the departmental meeting minutes. The ballots will be retained in the Chairperson's office for one (1) year, or the expiration of any appeal period. The departmental recommendation will be forwarded to the dean along with the appropriate supporting materials. The Chairperson may make an independent recommendation, after having so informed the Personnel Committee, TPR Committee, and the candidate.

Following the departmental vote, the Chairperson shall, in a timely fashion, provide candidates with written notification of the decisions.

- C. Grievance: When disputes arise, individual faculty members may seek redress of grievances according to procedures established by the Academic Senate and approved by the Board of Trustees or to procedures found in the current CMU-CMUFA Agreement.
- D. Criteria: Four categories are used for all TPR decisions: teaching, scholarly and creative activity, service, and professional growth. Teaching and scholarly activity are considered primary, and service and professional growth, secondary. Differential emphasis will be given to criteria depending on the TPR action.
 1. Teaching. Factors to be considered in assessing teaching effectiveness are:
 - a. Student Evaluation – University survey, other constructed surveys (e.g., instructor-based, department-based), and written student recommendations.
 - b. Peer Evaluation – letters of recommendation, written class observation.
 - c. Course Structure – syllabi, study guides, exams, handouts, graded work.
 - d. Course Improvement – grants, workshops, awards, adoption/development of new formats (courses, teaching techniques, specialized procedure).
 - e. Advisement – directed studies, thesis, practicum (including student achievement/recognition).

- f. Criterion – referenced measures of student competence (pre & post-learning assessment).
2. Scholarly and Creative Activity. The University and department must support research efforts on the part of faculty because TPR decisions hinge on this important function. In assessing scholarly and creative activities, both qualitative and quantitative evaluations must be made. Factors to be considered in assessing scholarship are:
 - a. Quality – judgments will be made concerning the quality of the publication.
 - b. Journal – journals should be of good quality as judged by the Personnel and TPR Committees, and utilize peer review.
 - c. Publication – articles may be “in press”; books and book chapters must be published.
3. Service. The faculty member will be involved in other activities of the department, the college, and the University considering his/her available time, the nature of the activity, and his/her interest. Evidence of service will be compiled in the following four areas:
 - a. Department. Departmental function and progress; Program Faculty coordination; action involvement in formulation of policies; policy implementation; program development; and departmental and interdisciplinary cooperation.
 - b. College and University. Scope of contribution and offices held.
 - c. Community. Contributions of psychological skill to civic and service groups, K-12 schools, higher education institutions, state department, federal agencies, student organizations; and within the University guest lectures, community relations, positive professional image, contact value, in-service training.
4. Professional Growth. Factors to be considered in this category include the following four (4) criterion referents:
 - a. Membership. Membership in professional organizations.
 - b. Attendance. Attendance at professional meetings.

- c. Participation. Chair or discussant of panel or seminar at state, regional, national or international meetings; offices held; committee representation; grant reviewing; editorship; and honors. Papers delivered at professional meetings.
- d. Acquisition/Update Professional Competence. Post doctoral study; sabbatical leave; leave of absence; computer programming; new therapies.

Evaluated are both service activity and professional growth by considering feedback from Program Faculties, from other disciplines, from community agencies and organizations, and from committee chairperson and/or members, membership in professional organizations; meaningful participation at meetings, institutes, and workshops; student opinion, peer evaluation; advanced study; and major recognition.

In addition, variables of level/type of professional organization, types of participation, and level/type of professional skill maintenance in evaluating professional growth are considered.

- E. Application of Criteria: In all tenure, promotion, and reappointment recommendations, the four categories of responsibility – teaching, scholarly and creative activity, service, and professional growth are considered.

To determine favorable performance in teaching, student opinion, relevant peer evaluations, data from classroom visits when available, the candidate's credentials as they indicate success in teaching skills, self-rating, and frequency of activity are considered.

In scholarly and creative work, refereed publications in professional journals of good quality are used as the standard. Other forms of scholarship and creativity, however, can serve as equivalencies. Examples of potentially acceptable alternative contributions are: funded external grants, books, book chapters, and invited articles.

- F. Promotion: Promotion in rank is not automatic nor based primarily on seniority but on criteria established in this document and the current Agreement. A minimum time in rank before promotion is usually four (4) years, although a faculty member may apply and the department may nominate a person for promotion at any time.

While all four criteria are evaluated in all promotion decisions, the department considers scholarly and creative activity so important that special guidelines have been provided for consideration as follows:

1. Assistant Professor to Associate Professor – four (4) refereed journal articles, judged for quality. Other contributions, as listed above, may be substituted for up to two (2) articles. The other contributions may be substituted only when judged to be of equivalent quality to refereed journal articles in good professional publications. As a special equivalency, faculty may substitute teaching two extra classes for each of two articles if agreed to in writing by the Executive Committee in advance.
2. Associate Professor to Professor – four (4) refereed journal articles, judged for quality. Other contributions as listed above may be substituted for up to two (2) articles. The other contributions may be substituted only when judged to be of equivalent quality to refereed journal articles in good professional publications. As a special equivalency, faculty may substitute teaching two extra classes for each of two articles if agreed to in writing by the Executive Committee in advance.
3. Professor Supplement – four (4) refereed journal articles, judged for quality. Other contributions, as listed above, may be substituted for up to two (2) articles. The other contributions may be substituted only when judged to be of equivalent quality to refereed journal articles in good professional publications. As a special equivalency, faculty may substitute teaching two extra classes for each of two articles if agreed to in writing by the Executive Committee in advance.

- G. Tenure: The recommendation of tenure is one of the most significant actions a department can make. The recommendation is based on competence and promise of the faculty member and the future needs of the department and University.

Because of these limits, it is important to carefully evaluate each candidate's assets from the start (see Reappointment).

Candidates are assessed in all categories of responsibility. For tenure recommendations for all ranks, the criteria employed is the same as that for promotion from assistant professor to associate professor.

In addition, a doctorate must be officially granted by the applicant's degree institution before a recommendation by the department to grant tenure will be made.

- H. Reappointment: Reappointment with its concomitant annual review is not to be taken lightly. Departmental directions and possible detours need clarification for the new person. The promise of the candidate as well as assessment of current competence is considered. For reappointment, the candidate must meet the minimum criteria established in this document as determined by the Personnel and TPR Committees.

- I. Determination of Criteria: The following procedures describe the manner of faculty participation in determining standards and criteria for tenure, promotion, and reappointment.
 - 1. Election of an ad hoc committee from Program Faculties.
 - 2. Establishment by that committee of a tentative document establishing standards and criteria regarding tenure, promotion, and reappointment.
 - 3. Submission of the draft of the proposed document to the department for critique.
 - 4. Acceptance of the final document by majority vote of regular faculty members via secret ballot.
 - 5. Submission as a bylaws revision to the Dean.

- J. Dossier: The importance of the faculty member preparing a comprehensive dossier on the categories mentioned cannot be emphasized enough. The strength of a person's case rests primarily with the development of a good portfolio. The faculty is urged, as best they can, to attend closely to the questions raised about teaching, scholarly and creative activity, service, and professional growth, plus objective data in their support. The materials will be placed on file available to all faculty members of the department to study, and the Personnel Committee will use the dossier as the foundation for recommendation to the TPR Committee and to the Dean.

XVIII. Recruiting

A. Determination of Needs

When a position is vacant, the Executive Committee will determine priorities for recruitment by thorough analysis of departmental and program needs.

B. Recruiting Process

1. Recruiting follows the guidelines provided by the college and by affirmative action.
2. The department chairperson recommends to the Executive Committee for approval a tenured faculty member to serve as chair of the Search Committee.
3. The Chair of the Search Committee recommends to the Executive Committee members for the Search Committee for approval.
4. At least one member of the Search Committee must be from an area of specialization different than that required by the position.
5. The Search Committee recommends top candidates for interviews to the Executive Committee for approval. If the Executive Committee concurs, the candidates are recommended to the Dean for interviewing. If the Executive Committee does not concur, a joint meeting shall be held with the members of the Search Committee to resolve differences. If the differences are not resolved, the Executive Committee makes the decision unless a member of the Executive Committee or the Search Committee takes the question to a meeting of the Department for review and resolution.
6. The Search Committee, after reviewing feedback from faculty and students regarding the candidates, recommends a rank ordered list of persons to be made offers to the Executive Committee. If the Executive Committee concurs, the list is sent to the Dean. If the Executive Committee does not approve, the question shall be sent to the appropriate Program Faculty for consideration. If the Program Faculty decides to remove a candidate from the list of people who may be made offers, the person will no longer be considered for an offer. If the Program Faculty wishes to keep a particular candidate on the list, a member of either the Search Committee or the Executive Committee may take the question to a meeting of the Department for review and resolution.

C. Credit Towards Tenure

Candidates with prior time in rank may request up to two years credit toward a tenure decision. Normally only work completed after being hired by CMU is used for making a tenure decision, and so faculty granted time in rank will have fewer years to meet tenure criteria. However, when the prior work is deemed to be of superior quality by the Program Faculty and the Executive Committee, the Chairperson may make a formal request to the Dean to count some prior work toward a tenure decision. If agreed to, this shall be part of the offered contract.

XIX. Retrenchment

- A. If it is necessary for the department to reduce its FTE, the following options will be used in their order of priority:
1. Not appoint temporary faculty to subsequent terms.
 2. Leave unfilled a vacancy caused by retirement, resignation, or some other form of attrition.
 3. Reconvert graduate assistantship positions earlier established by the conversion of faculty positions.
 4. Cut summer program.
 5. Non-reappointment of a non-tenured faculty member serving on a regular appointment.
 6. Dismissal of a tenured faculty member according to the current CMU-CMUFA Agreement.

XX. Faculty Review

Upon request, an individual conference for the purpose of assisting tenured or tenure-track faculty will be held with the Chairperson. At the conference, the Chairperson will provide feedback concerning the faculty member's performance. This is in addition to conferences with the Dean as specified in the current Agreement.

XXI. Office Hours

Part of a faculty member's normal responsibilities is to be available for consultation, particularly with students. It is expected that all faculty will hold weekly office hours.

Office hours shall be held when appropriate for students. It is not appropriate to hold thesis/dissertation defenses or supervision meetings during office hours.

Faculty on full-time appointment shall be available for a minimum of five (5) hours per week while faculty on less than full-time appointment shall be available proportional to their appointment.

XXII. Student Advising

Within the Psychology Department, student advising is considered part of a faculty's normal workload. All regular faculty will be available for both graduate and undergraduate student advising. Realizing that advising requires a working knowledge of the University, new faculty will not be expected to advise during their first semester at the University. In addition, one must be a member of the Graduate Faculty to advise graduate students.

Assignments of undergraduate advisees will be done in the main office on a rotating basis. No faculty shall be assigned more than 15 undergraduate advisees until all eligible faculty have been assigned 15. Assignment of graduate advisees will be done by Program Faculty Directors.

XXIII. Annual Chairperson Review

The Executive Committee, in consultation with the Chairperson, shall ensure that an annual chairperson review is conducted no later than the last week of the regular academic year.

XXIV. Chairperson Selection

Since the role of department Chairperson is a primary leadership position within the University, selection should not be undertaken lightly. The faculty has the prerogative at any time to recommend to the Dean that an external search be conducted. The following process shall be used to ensure prudent selection of a department Chairperson.

- A. In September of the Chairperson's final academic year in office, a Chairperson Selection Committee will be formed. Each Program Faculty shall elect one representative to the Committee. The committee will use the following procedures:
 1. Prepare a job description by October 15.
 2. The application deadline will be November 1.
 3. Applicant files will be available in the main office.
 4. All program faculties of the department will speak with the applicants.
 5. The applicants will make presentations to the department.
 6. The department will vote on the Committee's recommendation no later than the end of the fall semester.
 7. Voting will be by secret ballot with election requiring a simple majority of regular faculty.
 8. Absentia votes shall be delivered to the Committee in advance of the meeting.
 9. If no candidate is elected, permission to conduct a national search will be requested from the Dean.

- B. In the event of a national search, department faculty members are encouraged to submit their credentials. When a national search is initiated, the following procedure is to be used:
1. The Chairperson Selection Committee shall initiate search procedures according to established University policy of affirmative action; department members may also suggest possible candidates.
 2. A departmental file will be established on each eligible candidate applying.
 3. The candidates' files will be sent to the relevant Program Faculty for evaluation.
 4. The Chairperson Selection Committee will invite the preferred candidates to campus.
 5. The Chairperson Selection Committee will arrange for visiting candidates to meet with as many faculty as possible including all coordinators.
 6. The Chairperson Selection Committee will forward a recommendation about each candidate to the department for voting.
 7. Election will require a simple majority of regular faculty.
 8. Absentia votes must be delivered to the Chairperson Selection Committee in advance of the meeting.
 9. A run-off system will be used for voting.
- C. Should the Chairperson, for any reason (e.g., death, resignation, or removal), leave office early:
1. The Executive Committee shall, in a timely fashion, convene a special departmental meeting chaired by the Executive Committee spokesperson for the purpose of selecting an Acting Chairperson. The Executive Committee shall present a recommendation for Acting Chairperson to the departmental faculty. Voting shall be by secret ballot. Approval requires a majority vote of regular faculty. Should a majority vote not be obtained, the department will reconvene as a committee-of-the-whole and establish its own procedures for selection of an Acting Chairperson. Upon selection of a candidate, the recommendation will be forwarded to the Dean.
 2. A Chairperson Selection Committee will be elected to direct a search for a new Chairperson.

3. The Acting Chairperson shall serve for a term recommended by the Executive Committee, and approved by the department and the Dean, or until a new Chairperson has been elected.

XXV. Temporary Faculty

A. Determination of Need

The Department of Psychology occasionally has need to employ faculty on a temporary basis. Reasons for such employment include: replacement of an incumbent on leave, replacement of a late resignation, insufficient time to complete a search, failure to locate acceptable faculty, and filling a non-tenurable position. The Chairperson and/or Executive Committee will determine the need for temporary faculty.

B. Hiring

1. If the position is full-time and time permits, the procedures for recruiting regular faculty will be followed.
2. If time does not permit or if the appointment is for less than full-time, the Chairperson will, in consultation with the Executive Committee:
 - a. Initiate a search to include local advertising, solicitation from colleagues, and/or
 - b. Develop appointment criteria,
 - c. Establish applicant files, and
 - d. Select the preferred candidate and recommend appointment for a specified contract period.
3. In all instances, affirmative action considerations will be made.
4. Duties are assigned according to the University's Temporary Faculty Policy.

C. Subsequent Appointment

Temporary faculty are appointed for a specified contract period, usually one or two semesters, and in no instance should they expect reappointment beyond that period. However, subsequent reappointments are, on occasion, necessary. When subsequent appointments are necessary, and since the temporary appointments are not intended as long-term commitments, the Chairperson, in consultation with the Executive Committee, will make appointment decisions based only on

performance for which the individual was contracted. Specifically, judgments may not be based upon other factors or potential. Generally, this assessment will focus on teaching since a temporary faculty's primary responsibility is in instruction. Criteria considered in assessing instructional roles are the same as those for regular faculty and include:

1. Student evaluations.
2. Peer evaluations.
3. Course structure.
4. Course improvement.
5. Criterion-referenced measures of student competence.

Variables of quantity/quality, level/type of course, and number of students are used in determining successful instruction.

D. Departmental Support

Temporary faculty are not eligible for travel funds or other departmental support except as noted elsewhere in these bylaws. They are, however, encouraged to apply for extra departmental support for which they are eligible. In such cases, the department will consider support on a case-by-case basis, the same as for regular faculty.

XXVI. Adjunct Faculty

A. Purpose

Adjunct appointments are recommended for qualified individuals who will or continue to make significant contributions to the department. Examples are supervision of interns and service on departmental committees. Individuals receiving such appointments may come from outside the University community or hold appointment at CMU. During an adjunct appointment, an individual also may serve as a temporary faculty member.

B. Terms and Compensation

1. Initial appointments are for one year. Thereafter, appointments may be granted for terms not to exceed three years.
2. Adjunct appointments are non-compensatory.

C. Appointment

1. The Provost extends adjunct faculty appointments upon the recommendation of the department and with the support of the Dean.
2. Any department member may recommend an individual for appointment. A letter detailing the recommendation along with a Curriculum Vita for the candidate should be forwarded to the Executive Committee.
3. The Executive Committee will review the candidate's credentials. If the Committee does not believe appointment is warranted, the Chairperson will so inform the nominating faculty member. If the Committee supports the appointment, it will make a recommendation to the department including proposed rank and term.
4. At a regularly scheduled department meeting, faculty shall vote on the recommendation by voice vote, unless a member moves and a positive vote supports a secret ballot.

D. Review and Subsequent Appointment

1. At the expiration of the adjunct's term, the adjunct should submit a new Curriculum Vita to the Executive Committee for review. Consideration may be given to promotion in rank. The Executive Committee will make a recommendation (including rank) to the department for appointment or termination. The department shall vote as in 4. above.

XXVII. Research Involving Human Participants

The discipline of psychology respects the dignity and worth of the individual and strives for the preservation and protection of fundamental human rights. Psychology is also committed to increasing knowledge of human behavior and of people's understanding of themselves and others and to the use of such knowledge for the promotion of human welfare. The Psychology Department believes that every effort must be made to protect the welfare of those who make use of departmental services or participate in research projects. To that end, the department and all its members adhere to the principles promulgated by the American Psychological Association and the National Institutes of Health. All research involving human participants must follow and abide by Institutional Review Board practices and procedures.

XXVIII. Laboratory Animal Welfare

Advances in the understanding of basic behavior principles and/or contributions to the improvement of human health and welfare depend upon research, much of which requires the use of experimental animals. In seeking these ends, psychology recognizes both a scientific and ethical responsibility for the humane care and use of animals. Consistent with these principles, the Psychology Department follows the "Guide for the

Care and Use of Laboratory Animals” of the National Institutes of Health, the “Ethical Principles of Psychologists” of the American Psychological Association, and the policies and procedures of the Institutional Animal Care and Use Committee.

XXIX. Academic Integrity Policy for Graduate Students in the Department of Psychology

Because academic integrity and ethical behavior are vital to an academic environment and to the development of qualified psychologists, graduate students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in psychology. In the academic community the high value placed on truth implies a corresponding intolerance of scholastic dishonesty. Written or other work which a student submits must be the product of his/her own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes plagiarism, cheating and other forms of dishonest behavior, is prohibited. Ethical standards, as articulated in the standards of the American Psychological Association and American Psychological Society, must be observed by all graduate students. Allegations of academic dishonesty or unethical behavior will be handled according to the policies given here. Appeals of decisions are processed according to the policies set forth in the “Academic Integrity Policy for Graduate Students,” which is published in the Graduate Bulletin.

Although no specific time lines are included in this policy, it is understood that matters should be handled expeditiously.

1. In cases where an instructor, supervisor, or fellow student believes a student has demonstrated academic dishonesty or professionally unethical behavior, the instructor, supervisor, or fellow student should report the incident to the Program Director.
2. The Program Director will discuss the allegation(s) with the person(s) making them. If the Program Director believes that there is evidence to support the allegation(s), the Director will notify the student of the charges, in writing.
3. In the letter to the student, (s)he will be told the allegation(s) and told that the Program Faculty will be asked to review the allegation(s), look at the evidence, and determine what, if any, sanctions should be issued. The student will be offered the opportunity to admit to the violations, remain silent, meet with the committee to share his/her perceptions of the incident, or submit a written rebuttal to the charges. The student will be given a response deadline, at least two weeks in the future.
4. The Program Faculty will review allegation(s) of academic dishonesty or unethical behavior. In any case where a member of the Program Faculty made the original allegation(s), the faculty member will be excluded from judging the particular case.

5. If the student elects to meet with the committee to present his/her version of the events under investigation, the student may bring another person (but not a lawyer) to the meeting to provide support and advice.
6. The Faculty's decision on culpability and appropriate sanctions will be communicated in writing to the department Chairperson. If the student is found not culpable or if sanctions, other than dismissal or suspension from the program, are issued, this will be communicated in writing to the student.
7. If the sanction is dismissal or suspension from the program, the sanction will be communicated through the department Chairperson to the Dean of the College of Graduate Studies who will communicate the decision to the student.
8. If sanctions are issued, committee records will be retained for at least one year.