

Bylaws of the
 Department of Recreation Management and Therapeutic Recreation
 University of Wisconsin-La Crosse
 La Crosse, Wisconsin

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Bylaws of the
Department of Recreation Management and Therapeutic Recreation
University of Wisconsin-La Crosse
Revised: Spring/Fall 2007

I. ARTICLE I—NAME

Department of Recreation Management and Therapeutic Recreation
College of Health, Physical Education, Recreation and Teacher Education
University of Wisconsin-La Crosse

II. ARTICLE II—OBJECT

To conduct the business of the Department.

III. ARTICLE III—MEMBERS

All personnel of the Department with the ranks of academic staff, lecturers with faculty designation who teach regularly scheduled courses, instructors, assistant professors, associate professors, and professors shall have equal voting privileges.

IV. ARTICLE IV—OFFICERS

A. Executive Committee Members

The officers shall be the Department Chairperson and the Executive Committee.

B. Election and tenure of the Chairperson

The Chairperson:

1. Eligibility requirements for serving as Chairperson

All members of a Department shall be eligible to serve as Department Chairperson provided they are:

- a. Of the rank of associate professor or above;
- b. On staff of this University at least three full semesters;
- c. Not on terminal contract or temporary appointment.

2. Eligibility requirements for voting for Chairperson

All members of the Department holding at least half-time appointment are eligible to vote provided they have the status of:

- a. Ranked faculty designated as holding appointments or tenure in the Department in official personnel records maintained by the Vice Chancellor;
- b. Academic staff with faculty status holding appointments in the Department who have been granted eligibility by action of the ranked faculty of the Department;
- c. Faculty or academic staff described (above) whose leave of absence from the University or assignment to duties outside the Department will terminate within the three-year term of the Chairperson to be elected;
- d. Faculty or academic staff who claim membership in the Department or who have been extended voting privileges by a majority of the other eligible voters of the Department on grounds that their University appointment is functionally part of the Department's activities.

3. Term of office for Chairperson

A term of office shall be three years subject to removal for cause. The term shall start at the beginning of the first semester or as designated by the University calendar.

4. The selection of Department Chairperson

Method of selection:

- a. If the Department has fewer than five members eligible to vote, the Chairperson will be appointed by the Chancellor.
- b. If the Department has five or more members eligible to vote, the Chairperson shall be elected under the following procedures:
 - 1) Elections shall be held during the month of February;
 - 2) The Dean shall send nominating ballots containing the names of all members of the Department eligible to serve as Chairperson to each member of the Department eligible to vote;
 - 3) Each person receiving a ballot shall nominate one person and return it to the Dean who shall tabulate the results;
 - 4) The Dean shall determine whether or not the two persons receiving the highest number of nominations are willing to serve if elected; however, if one person had received nominations from 60 percent or more of the eligible voters, and is willing to serve as Chairperson, that person shall be declared elected.

- 5) If an election is necessary, the Dean will send a ballot to each eligible person with the names of the two nominees;
 - 6) Each person receiving the ballot shall vote for one person and return it to the Dean;
 - 7) The Dean shall tabulate the results of the election and submit the name of the nominee receiving the most votes as the Chairperson-Elect to the Vice Chancellor for approval, who in turn shall submit it to the Chancellor for approval. If approval is not given, the Dean shall conduct another election under the provisions of the bylaws.
5. The Department may elect to have its Chair determined by the Chancellor's appointment under the following procedures:
- a. Prior to the distribution of an election ballot, a petition signed by no fewer than 25 percent of the members of a Department may be addressed to the Dean requesting a Department meeting be held to consider the issue of selecting a Chairperson by Chancellor's appointment;
 - b. At least one week in advance, the Dean shall announce in writing to each Department member eligible to vote the time, place, and the purpose of the meeting at which the Dean will preside and the issue will be discussed;
 - c. The Dean shall then send ballots to each Department member eligible to vote to determine if the Chairperson is to be selected by election or by appointment by the Chancellor;
 - d. Each Department member receiving a ballot shall mark his/her preference and return it to the Dean who shall tabulate the votes and communicate the results to the Vice Chancellor and the Chancellor;
 - e. If the Department majority votes for selecting a Chair by Chancellor's appointment, the Chancellor shall appoint a Chairperson for the term of office;
 - f. If it is deemed necessary, the Chancellor may fill the Chair from off-campus providing the appointee has credentials appropriate to the Department's academic discipline and the appointment conforms to the Departmental application of the University's tenure density policy;
 - g. Unless another petition is received by the Dean by the end of the three-year term and the Department votes again to request the Chancellor to appoint a Chairperson, the Department shall return to the elective system;
 - h. The names of all Chairpersons-Elect shall be announced by the Chancellor.

6. Elastic Clause

Nothing in this bylaw shall preclude the Chancellor from appointing a Chairperson from within or from outside a Department when and if the need exists.

7. Removal of a Chairperson from office

- a. Dissatisfaction among Department members may result in the replacement of the Chairperson by the following procedures:
 - 1) A petition signed by no fewer than 50 percent of the members of a Department shall be addressed to the Dean requesting a Department meeting at which the question of removal of the Chairperson will be considered;
 - 2) At least one week in advance, the Dean shall announce in writing to each Department member eligible to vote the time, place, and purpose of the meeting at which the Dean will preside and the question will be considered;
 - 3) The Dean shall then send ballots to each Department member eligible to vote to determine if the Chairperson shall be removed or retained.
 - 4) Each Department member receiving a ballot shall mark his/her preference and return the ballot to the Dean who shall tabulate the votes and communicate the results to the Vice Chancellor and the Chancellor.
 - 5) A vote of two-thirds of the members of the Department eligible to vote shall be required to remove the Chairperson from office;
 - 6) If the vote is for removal of the Chairperson, a new Chairperson shall be selected in accordance with one of the methods outlined in this bylaw;
 - 7) Proceedings to remove a Chairperson may be instituted only once during a term of office and not before the end of the third semester of the term;
 - 8) The Chairperson may resign without prejudice at any point in the removal proceedings.
8. A Chairperson's inability to complete a term may result in his/her replacement.

The Department shall hold an election or request the Chancellor to appoint a Chairperson for the remainder of the term in accordance with the provision of this bylaw.
9. A temporary leave taken by the Chairperson may result in an interim appointment being made according to the length of leave.

- a. For one semester or for a summer, the Dean, in consultation with the incumbent Chairperson, shall recommend a temporary replacement to the Vice Chancellor and the Chancellor for the period of the leave;
- b. For a leave extending for more than one semester, the Department shall hold an election or request that the Chancellor appoint a Chairperson in accordance with the provisions of this bylaw. In this event, the time constraints affecting the selection process will not be applicable and the replacement will serve for the remainder of the Chairperson's term of office.

10. Remuneration for Department Chairperson

- a. Salary adjustment for Chairperson;
 - 1) There will be no bonus or special consideration attached to a Department Chairperson during the academic year unless determined by University policy.
 - 2) Chairpersons shall be evaluated annually by the Department in accordance with current University policy applicable to faculty evaluation and merit pay.

11. Reduction of load

The Department Chairperson will be assigned a reduced load depending on Department size (and department need):

- a. A reduction of one-quarter time for the Chairperson with fewer than five full-time faculty positions; the Department may assign reduced load dependent on departmental needs and priorities.
- b. A reduction of one-half time for the Chairperson with six or more full-time faculty positions; the Department may assign reduced load dependent on departmental needs and priorities.
- c. In those cases where the Department has 20 or more full-time faculty positions or where the volume of Departmental business justifies it, a Chairperson may be assigned a load reduction greater than specified above.

C. Duties of the Department Chairperson

In addition to appropriate consultation with the Dean of the College of HPERTE, the Chairperson shall consult with members of the Department on academic and personnel matters, which affect the functioning of the Department in the University. Departments may elect to govern decision making by establishing bylaws, which define and extend this process of constitution through Department meetings, committees, and assigned individual responsibilities. The Chairperson, however, is responsible for the execution of basic policies once they are formed.

1. Personnel

- a. Preside at regularly scheduled meetings of the Department and attend meetings of appropriate committees. Describe faculty vacancies and correspond with applicants and placement agencies; set up and participate in interviews; recommend as to employment; provide for orientation and visitation of new members.
- b. Confer with all members on their qualifications and opportunities for improvement and advancement and on obstacles thereto. Provide information and recommendations in accordance with established procedure as to retention and dismissal, tenure, promotions in rank, salary inequities, and salary merit ratings, and, on request, inform each colleague of what has been recommended for him/her.
- c. Participation in selection of graduate assistants, and in hiring and evaluation of civil service staff and student help.
- d. Recommend summer session faculty within University and Department guidelines.
- e. Make arrangements for classes during prolonged absences of faculty.

2. Curriculum

- a. Implement the authorized curriculum. Elicit or supply proposals for new or revised courses, special projects, grant proposals, and curriculum changes, and participate in presentation of Departmental proposals before the appropriate committee of the University.
- b. Advise on curriculum or credit problems brought from the student, the Registrar, the admissions office, or elsewhere.

3. Budget

- a. Draw up budget of positions, travel, services, supplies, and equipment, and dispatch orders for all budgeted items and textbook requirements. Govern expenditures in accordance with the budget plan.
- b. Report textbook choices to textbook rental service prior to each registration.
- c. In consultation with the Dean, schedule office and workspace; request necessary facilities and repairs for office areas and classrooms.

4. Registration

- a. Develop semester and summer session class schedules, consulting with available faculty.
 - b. Schedule and supervise registration procedure of colleagues during the registration and drop-add periods.
 - c. Advise on the adding or canceling of classes during registration.
5. Students
- a. Recommend faculty as advisors to serve student curriculum needs and Department concerns regarding diversity.
 - b. Hear student questions, petitions, and complaints on courses, faculty, grades, and curriculum requirements.
 - c. Arrange meetings with student majors and/or, where appropriate, invite their representation at Department meetings, clubs, organizations and honorary groups.
6. Public Relations
- a. Represent the Department at professional meetings and placement centers.
 - b. Confer with other Chairpersons in the University and with sister Departments in the system and area.
 - c. Correspond with prospective students, teachers, and general citizenry of the area on their inquiries.
7. Teaching
- a. Be involved in some teaching assignment in the Department.
 - b. Summer Session Priority Assignments - (POLICY APPROVED: FALL 2007)

1) Summer Session Priority Assignments

Opportunities to earn summer salary are available to all full-time faculty and staff within RMTR (teaching summer courses, supervising internship, chair or interim chair salary). Current College of Science and Health compensation formulas will be applied (e.g., compensation for teaching courses and supervising interns).

Supervision of interns and the teaching of a class are assigned independently (i.e., so long as a staff member teaching a summer class does not exceed the maximal allowable summer salary, he/she has the same access to intern supervision as staff without a summer course).

Priorities for Teaching

All faculty and staff may propose a summer course of his or her choosing. If more than one faculty member wants to offer the same course, courses are assigned according to the following criteria:

Priority 1: Staff member who regularly teaches course during fall and/or spring semester.

Priority 2: If two or more staff who regularly teach the course want to offer the course, a faculty or staff member who has taught the course a previous summer when no one else wanted to teach it.

Priority 3: If two or more staff who regularly teach the course want to offer the course (and neither has a history of teaching the course five previous summers), the staff members take turns – with the senior member getting to offer the course first.

Priority 4: If no permanent staff member wants to offer the course, but the department needs the course offered, the course may be offered to the adjunct pool.

Priorities for Supervising Interns

The supervision of internships are assigned according to the following criteria:

Priority 1: As the department chair is required to provide coverage that receives minimal compensation, that individual will be given first priority as incentive to serve as chair.

Priority 2: Second priority is given to individuals who desire to maximize workload for retirement planning. Faculty who desire consideration may choose up to three years to be given priority for summer appointments. They must notify the chair in writing of their plans. They may have their summer workload maximized up to allowable workload ratios.

Priority 3: After Priorities and 1 and 2 have been met, interns are distributed equally among faculty and academic staff within each program (RM and TR) who wish to have interns.

The Department Chair will execute summer salary compensation using current formulas and SAH College policies and will notify faculty and staff of summer salary appointments.

V. ARTICLE V—MEETINGS

A. Number of Meetings

Meetings shall be at the call of the Chairperson, with no fewer than six meetings each year and should be the purpose of receiving reports of officers and committees, and for other business that may arise.

B. Directors and Committee Assignments

One meeting in the beginning of the Fall semester (and during the Spring Semester during Chair election years) shall be for the purpose of electing program directors and committees.

C. Department Voting

Two-thirds of the members of the Department shall constitute a quorum. All motions of the Department shall receive a majority vote of those present at a regularly (or specially) scheduled meeting in order to be approved.

Instructional Academic Staff:

Instructional Academic Staff (IAS) who have at least a 75 percent appoint and hold a IAS position that is intended to be renewed each year by the department shall have the same voting rights as other departmental faculty, but are excluded from voting on promotion, tenure retention and tenure decisions. These IAS voting rights includes election of department chairs and program directors.

VI. ARTICLE VI—THE EXECUTIVE COMMITTEE

A. Committee Make Up

The Chairperson of the Department (non-voting member), and three other members of the Department (the Undergraduate Directors of Recreation Management and Therapeutic Recreation, and the Graduate Program Director) shall constitute the Executive Committee. If a faculty member holds two or more of the above positions, the faculty shall elect another faculty member to serve on the committee.

B. Committee Responsibilities

Working as a liaison with the Department Chairperson, the Executive Committee shall assist the chairperson general supervision over the business of the Department between its regular meetings and when needed.

C. Meetings

The Executive Committee shall meet when needed and/or otherwise requested by the membership of the Department. The Chairperson may call special meetings.

VII. ARTICLE VII—COMMITTEES

A. Curriculum Committees

1. Recreation Management Undergraduate Committee

All recreation management faculty with faculty status shall constitute the Recreation Management Undergraduate Curriculum Committee. The committee will review and make recommendations on the undergraduate curriculum. Advisor: Chairperson of the Department (non-voting member).

2. Therapeutic Recreation Management Undergraduate Committee

All therapeutic recreation faculty with faculty status shall constitute the Therapeutic Recreation Undergraduate Curriculum Committee. The committee will review and make recommendations on the undergraduate curriculum. Advisor: Chairperson of the Department (non-voting member)

3. Graduate Committee

Department faculty holding graduate faculty status shall constitute the Graduate Curriculum Committee. The committee will review and make recommendations on the graduate curriculum. Advisor: Chairperson of the Department (non-voting member).

Instructional Academic Staff:

Instructional Academic Staff are eligible and encouraged to become Graduate Faculty. They are eligible if they meet some level of the university's Graduate Faculty Status. Individuals with IAS will be asked to submit the proper application materials to the Department Chair. Included with the application should be a vita and a brief statement explaining the reason for seeking Graduate Faculty status. The Department Chair will review the application. If it meets department expectations, the materials will be forwarded along with a department request for university approval. If the university approves the request, the IAS person will receive an appointment letter and then becomes a member of the department's Graduate Faculty.

4. Committee Duties

The duties of these committees are:

- Review and consider reports on curriculum matters.
- Conduct research and initiate changes in curriculum.
- Forward to the Chairperson, and when necessary the Executive Committee, reports of action taken with respect to curriculum proposals.

5. Student Involvement in Curriculum Matters:

A minimum of once annually, each of the above committees will involve a student or students in curriculum discussions. These students will be selected by the Undergraduate Curriculum Directors, the Graduate Program Director, and the Chair. These meetings will be coordinated by the Program Directors.

B. Public Relations Committee

Two faculty members shall serve on the committee annually appointed by the Chairperson of the Department. An undergraduate and graduate student will be appointed annually to serve on this committee for the academic year.

The duties of this committee is to:

- Study means and to promulgate action in interpreting the functions of the Department to the students, parents, citizens, faculty, and the University.
- Conduct public relations measures to inform the state and national professional bodies in recreation and parks on the happenings of the Department undergraduate and graduate programs.
- Prepare handouts for prospective graduate and undergraduate students.

C. Search and Screen Committee

This committee will be composed of three members of the Department and shall be appointed, on a position-by-position basis, by the Chairperson of the Department of Recreation Management and Therapeutic recreation. One undergraduate and one graduate student will be appointed by the Chairperson to participate in the selection process. These committees will be appointed when needed.

The duties of the committee(s) are to:

- Determine an up-to-date job analysis of any vacant position, which shall occur in the Department.
- Search for and to screen applicants for any vacant position in the Department.
- The Chair, the appropriate Curriculum or Program Director, and the course instructor will compose a search and screen committee when an instructor replacement is needed for a course for special leaves, appointments, or duties.

D. Merit Committee

The committee shall be composed of three tenured faculty members and the Department Chairperson (non-voting member) for three year staggered terms. The Department of Recreation Management and Therapeutic Recreation faculty and staff shall elect members.

The duties of this committee shall be to:

- Develop procedures consistent with those of the University for purposes of determining promotions, tenure, and retention evaluation of members of the Department and of the Chairperson of the Department.
- Develop procedures consistent with those of the University for purposes of determining merit evaluation of members of the Department and of the Chairperson of the Department.
- Provide the faculty with information regarding the criteria employed in decisions relative to merit evaluation.

1. Faculty Merit Evaluation Policy

(POLICY APPROVED: FALL 2005)

a. Merit evaluation information, directions, and the Merit Evaluation Report forms will be sent out as follows by the Chair of the Merit Committee:

- 1) All information included a Merit Evaluation Report must have occurred between the dates of June 1, 20XX and May 31, 20XX.

Date to be sent out: End of academic year

Due to Merit Committee by: 4:00 p.m., second class day of Fall Semester

Completed by Merit Committee by: End of Fall Semester

- 2) Copy of the Merit Evaluation Report form is sent to all faculty with the following directions:

- 1) All information included a Merit Report must have occurred between the dates of June 1, 20XX and May 31, 20XX.

- 2) Do not duplicate entries. If an activity could be entered in more than one category, enter it only in the category you believe most appropriate.

- 3) All merit materials must be submitted to the Department Chair on or before 4:00 p.m., second class day of Fall Semester. If you intend to mail your material, permit yourself extra time so as to comply with the above-mentioned deadline.

- 4) To be considered for a merit award, all required areas of the evaluation form must be complete and received by the above-mentioned deadline. Required areas are indicated by (*) on your evaluation form.
- 5) Student Evaluation Index (SEI) data for all courses taught during one semester (excluding Summer) are required for merit consideration. The only exception is when a faculty member does not teach any course(s) during the evaluation period.

Student Evaluation of Instructor

The SEI score for an instructor is based upon the Composite Fractional Median for Questions 1 through 14 listed on the SEI form. In other words, the SEI score is the Composite Median of the 14 questions. SEI form enclosed (enc. 2).

- 6) Try not to exceed the specified space allocated within each section of the report. The maximum number of pages for this report is ten (10) pages.
 - 7) Please place an asterisk (*) in front of all reported information that was in progress and carried forward from the previous reporting period—June 1, 20XX to May 31, 20XX. Merit Committee members will be comparing reports with previous reporting periods.
- 3) Information requested falls into three categories: Teaching, Scholarship, and Service.
- b. The departmental Merit Committee members will individually and jointly evaluate each faculty member's Faculty Merit Evaluation Report.
 - 1) Merit Committee Chair will receive the Faculty Merit Evaluation Reports and disseminate the reports to committee members for review.
 - 2) Merit Committee will convene before the evaluation process to discuss the ground rules for evaluation (i.e., Quality vs. Quantity, approximate point distribution breakdown, etc.).
 - 3) Merit Committee members will not evaluate their own Faculty Merit Evaluation Reports. The last active member of the Merit Committee shall return to act as the third reviewer for the existing Merit Committee members' Merit Evaluation Report.
 - 4) Upon completion of the individual evaluation by each Merit Committee member, a meeting will be held to review and compare the consistency amongst committee members' scores. Where appropriate, scores can then be changed to reflect more consistent scoring.

- c. **Weighting.** The scale according to which individual committee members assign points to each of the three categories is as follows:

1.0 – 2.00 Merit
 0.00 – 0.99 No Merit

- 1) The Merit Review Committee should confer maximal credit to faculty for the merit of their work. Merit is understood to designate work that exceeds that for which one receives salary and is of self-evident value to the mission of the profession, the university, the college, and the department.

The determination of “No Solid Performance” is the responsibility of administration (e.g., department chair, college dean, provost), not the Department Merit Committee. Allocating solid performance pay is determined by the administration. If a faculty member receives “No Solid Performance,” 1) he or she does not receive merit or solid performance pay, and 2) his or her solid performance dollars will be added to the merit pool.

- 2) The Merit Committee will evaluate both faculty and Instructional Academic Staff (IAS) using slightly different criteria for each group.

Tenure track faculty members are rated on the three categories of teaching, scholarship, and service. Each rater will post a score between zero and two in the three categories for each faculty member.

Instructional Academic Staff members are rated on teaching and service only. Each rater will post a score between zero and two for the two categories. The score for teaching will then be multiplied by two.

As merit dollars for faculty and academic are separate pools of money, all results for faculty and IAS will be remain separate from each other.

- 3) Scores can be given to the nearest 1/10th (e.g., 9.5, 1.3). Scores from each committee member and the department chair will have equal weighting. The most recent member off the merit committee will rate the committee members and the chair (so each faculty member will be reviewed by four people). All scores will be averaged. See example below:

Rater	Teaching	Scholarship	Service	Average
A	1.2	.5	1.2	.966
B	1.4	.7	1.5	1.200
C	1.2	1.0	1.0	1.066
Chair	1.2	.5	1.2	.966
	1.250	.675	1.225	
			Total Average 1.050	
			Faculty Member Receives Merit	

- 4) Rating by Merit Raters. The committee will compile scores from each rater. Discrepancies will be discussed carefully among raters. After discussion, raters may revise their scores so as to increase the consistency between rater scores. The Merit Review Committee Chair will calculate the average scores for all faculty. He/she also will calculate merit. These results, plus the scores for all raters, will be forwarded to the chair.
 - 5) A faculty member receiving an overall average of 1.0 or higher will receive merit. A faculty member receiving an average of .00 - .9999 will receive no merit.
 - 6) Faculty on Leave: Faculty who are on leave for a year or longer for any reason will be eligible for merit in any category. For unused categories, their ratings from the previous year are to be used. For a faculty member on leave for less than one year, the portion of a year a faculty member is on leave should be evaluated on the basis of the preceding year's scores, and those numbers averaged into the scores for the time that he or she was at work.
- d. Computation of merit amounts. Merit is calculated by
- $$\text{Merit pool dollars /no. of faculty with merit} = \text{merit dollars/person}$$
- e. Notification.
- 1) Each faculty member will receive a confidential merit evaluation report prepared by either the Department Chair or the Merit Committee Chair. The report includes a) overall merit score, b) average score for each category of teaching, scholarship, and service, and c) the decision of the merit or no merit. Rankings will not be reported. Rankings, however, will be kept by department chair for promotion purposes, and any faculty member may request his or her rank.
 - 2) The University administration's information and instructions on Merit pay will be distributed annually by the Department Chair. When direction on the breakdown of merit is provided by administration to the Chair, the information will then be available for distribution. The Merit Committee and the Department Chair will be responsible for meeting the University's merit report deadlines.
- f. It is recommended that this merit policy be reviewed every five (5) years and/or when Merit Policy changes are made by the UWS and/or UWL. This review should be initiated by the Merit Committee and any changes made must be presented and approved by the department at the last department meeting of the academic year in preparation for the next evaluation period.

E. Tenured Faculty Committee

The committee is composed of all tenured faculty in the department.

The duties of this committee are:

- Review the promotion, tenure, and retention materials of department faculty members.
- Make recommendations regarding promotion, retention, and retention of department faculty member.
- Assist the Chairperson as appropriate in submitting promotion, tenure, and retention materials for department faculty members.

1. Post Tenure Review Policy

(POLICY APPROVED: SPRING, 1994)

The following proposed plan is contingent upon the University of Wisconsin-System's tenure policy and its relationship to the legality of the post-tenure review process. (See Appendix A for the Post Tenure Review Schedule.)

THE POST-TENURE REVIEW WILL NOT BE ADVERSARY IN NATURE. IT IS NOT A COMPARISON OF HOW FACULTY MEMBERS ARE DOING IN COMPARISON TO OTHER FACULTY MEMBERS. THE PURPOSE OF POST-TENURE REVIEW IS TO DETERMINE IF THE FACULTY MEMBER IS ADEQUATELY CONTRIBUTING TO THE DEPARTMENT OF RECREATION MANAGEMENT AND THERAPEUTIC RECREATION IN THE AREAS OF TEACHING, SCHOLARSHIP AND SERVICE.

A post-tenure review will take place once every five years for tenured faculty. Each year the professional performance of all tenured faculty will be informally reviewed in the areas of teaching, scholarship and service for merit purposes. This review will be held at the beginning of Fall semester in conjunction with the regular Merit Process. Faculty review will be determined by seniority of tenure among faculty, the person with the highest seniority in tenure will be reviewed during the first year. As new faculty members become tenured, post-tenure review will occur every five years from the time tenure is granted.

During the annual merit review process, members of the department's Merit Committee will meet to discuss performance reviews and the review criteria. The reviewed faculty member will submit the Merit Evaluation Reports for the five years to be reviewed. If the Merit Committee questions the performance of the tenured

faculty member, a Tenure Faculty Committee meeting will be held. The Tenure Faculty Committee will be comprised of all tenured faculty in the department.

If a tenured faculty member selects not to submit their Merit Evaluation Report for merit in a given year, the faculty member will be required to submit to the Merit Committee documentation (i.e., portfolio) to substantiate acceptable performance in the areas of Teaching, Scholarship and Service for the year(s) in which their Merit Evaluation Reports was/were not available.

Review Criteria:

a. Teaching

The review criteria for teaching listed below merely serves as guidelines; there is no priority ranking of the list. Determination of the quality of teaching related work will be made on a case-by-case basis by the Post-Tenure Review Committee.

- Conduct all assigned classes during the scheduled day and time.
- Provide regular assignments and assessments of students for proper grading purposes for all assigned classes.
- Post and be available during scheduled office hours.
- Utilize proper and effective teaching methods.
- Supervise Independent Study, Special Projects, or other student projects.
- Disseminate on the first day of class a satisfactory syllabus utilizing the accepted departmental format.
- Provide clear, well-organized class presentations/activities.
- SEI scores.
- Initiate course update and development.
- Meet with all assigned advisees during formal advising periods and during other periods in the semester when students have special needs or requests.
- Respond to all incoming mail and telephone calls in a timely manner.
- Participate in graduate student development, including thesis, committee work, and graduate projects assignments.
- Applicable consultation.

b. Scholarship

Review criteria for scholarship is as follows. Please note, however, that the faculty member does not have to do any or all of the activities listed below within any given year. They should, however, have completed some scholarship within a five-year review period. The scholarship review criteria listed below merely serves as guidelines; there is no priority ranking of the list. Determination of the quality of a scholarly endeavor will be made on a case-by-case basis by the Post-Tenure Review Committee.

- Applied research.
- Book author.
- Chapter in book.
- Exhibitor of scholarly effort.
- Grant submission, including service grants.
- Journal articles written.
- Membership in research organizations.
- Organizing/participation in symposium, institutes, seminars.
- Panel discussions.
- Poster session presentation.
- Presentation at professional meetings.
- Written publication.
- Research consulting.
- Reviewing or editing manuscripts.
- Sabbaticals/Development/Teaching Improvement submitted.
- Non-print media productions.
- Writings and publications of creative and original concepts in teaching, programming, clinical analysis, managerial methods, leisure/recreation/play, etc.
- Writing interpretive articles for practitioners and the public on recent research findings and new innovations in the field.
- Summary articles which synthesizes research findings (articles) in layperson terms for practitioners and public audiences.

c. Service

The review criteria for service listed below merely serves as guidelines; there is no priority ranking of the list. Determination of the quality of individual service work will be made on a case-by-case basis by the Post-Tenure Review Committee.

- Complete requested assignments made by the Department Chair, or committees representing a Department, College of University unit.
- Serve on Departmental committees.
- Serve on College, University of System committees.
- Attend all assigned Department, College and University Committee meetings, and complete all assigned tasks and meet deadlines as prescribed by the committee.
- Leadership in professional organizations.
- Cooperation with local, state and regional organizations.
- Serving as advisor for student organizations.
- Leadership and service to community organizations.
- Consultation.
- Service grants.
- Other Department, College, University or System activities.

If a tenured faculty member has received Satisfactory Merit ratings for the five-year review period, that member's performance will be deemed satisfactory (and no formal Post-Tenure Review by the Tenured Faculty Committee will take place).

If a tenured faculty member receives an Unsatisfactory Merit rating in any of the yearly merit evaluations, an Interim Review Process will be initiated for that faculty member at that time. If a faculty member has received an Unsatisfactory Merit rating or does not submit their Merit evaluation form or portfolio in any of the five previous years and was deemed to have significant areas of concern at that time, the Chair will convene all other tenured faculty members of the department to serve on the Tenure Faculty Committee. The Tenure Faculty Committee will determine whether that faculty member has significant areas of concern and, if so, in which areas. If significant areas of concern are determined, the Tenure Faculty Committee will recommend to the faculty member measures on how to improve. The faculty member will have no more than five years to fulfill the requested standard of improvement. To track performance, the Tenure Faculty Committee will meet yearly as designated by the Committee (not to exceed five years). If no improvement is made by the faculty member based upon the given number of years to improve (no more than five years), necessary action will be taken according to the "UWL Tenured Faculty Review and Development" section of the UWL Staff Handbook.

Results of the review.

- Strict compliance with all procedures outline in the "UWL Tenured Faculty Review and Development" section of the UWL Staff Handbook will be followed. If improvement is needed, action will be taken according to the "UWL Tenured Faculty Review and Development" section of the UWL Staff Handbook.
- Written records of all reviews will be kept in the Department files.
- Faculty members have the option of meeting with the Chair to discuss their reviews. If a faculty member has been judged to have significant areas of concern by the Tenure Faculty Committee, either during the annual merit review or during the five year Post-Tenure Review, the Tenure Faculty Committee will meet face-to-face with that faculty member to discuss reasons for the rating and plan strategies on how to address areas of concern.
- The faculty member shall have all the rights of appeal as outlined in the UWL Faculty Personnel Guidelines 6.01 and 6.02 and may appeal department decisions to CGAAF Committee (Chapter XV).

F. Student Appeals Committee

A departmental student appeals committee shall be comprised of two members of the Department and the Department Chairperson (non-voting member), shall be elected annually by the Department of Recreation Management and Therapeutic Recreation faculty and staff. One undergraduate and one graduate student shall be selected by the Department Chairperson to serve for the academic year on the committee.

The duties of this committee are to:

- Hear any student appeals.
- Recommend action to the faculty.
- Scholarship Committee

G. Scholarship Committee

The committee shall be composed of three faculty members, shall be appointed by the Chairperson of the Department of Recreation Management and Therapeutic Recreation. One undergraduate student (from Rho Phi Lambda) and one graduate will be appointed in September to serve on this committee for the academic year.

VIII. ARTICLE VIII—PARLIAMENTARY AUTHORITY

The rules contained in the current issue of Robert's Rules of Order shall govern the conduct of Department and committee meetings when applicable and when they are not inconsistent with these bylaws or any special rules, which the Department may adopt.

IX. ARTICLE IX-FACULTY & INSTRUCTIONAL ACADEMIC STAFF EQUITY ADJUSTMENTS (POLICY APPROVED: FALL 2007)

Definition: An equity adjustment is a salary adjustment that results from the need to address unusual salary disparities that cannot be remedied by the annual department distribution of salary adjustment packages. An equity adjustment may be recommended for reasons such as: (1) to address issues of gender or race equity; (2) to address inequities due to salary compression or promotion; or, (3) to address inequities resulting when individuals acquire advanced degrees. Equity adjustments should not be made which negate past merit adjustments.

Department salary equity adjustment requests shall be presented in writing to the dean of the college. This shall be done at the same time the department makes annual salary adjustment recommendations, unless equity adjustment recommendations are invited at other times by the dean.

A request for a salary equity adjustment may be initiated by:

A. the department chair.

The department chair is the department custodian of current salary data as well as

relevant historical salary adjustment information. It is the responsibility of the chair with input from the college Dean's office to periodically review salary data. Where evidence of a salary inequity exists, the chair shall make a request to the dean for an appropriate equity adjustment. Such requests must be in writing and include supporting documentation and rationale.

B. a faculty member.

A faculty member may request an equity adjustment on one's own behalf. This request must be presented to the department chair in writing, with documentation and rationale. The chair may add a written recommendation and additional documentation to the request before forwarding the request to the dean. The chair shall provide the requesting faculty member with copies of any added recommendations/documentation.

Notice on action taken on salary equity recommendations will be directed to the department chair and the affected faculty member according to the current university policy on salary equity adjustment.

X. ARTICLE X—AMENDMENT OF BYLAWS

These bylaws may be amended by a three-fourths vote of the members (Article III) of the Department at any regular meeting of the Department providing that the written amendment was submitted at a previous regular meeting.

Final approval of revised bylaws document: _____.

Final approval of entire bylaws document: **Fall 2007**

APPENDIX A—Post Tenure Review Schedule

Edited: July 12, 2001

POST-TENURE REVIEW SCHEDULE

YEAR	ACADEMIC YEAR	FACULTY	TENURE DATE
1	1995-1996	Tom Gushiken	August, 1981
2	1996-1997	Anita Barta	August, 1983
3	1997-1998	George Arimond Pat Trokan Keith Wadell	July, 1988 September, 1989 September, 1988
4	1998-1999	Nancy Navar	August, 1990
5	1999-2000		
6	2000-2001	Jearold Holland Tom Gushiken	August, 1996 August, 1981
7	2001-2002	Steve Simpson	August, 1997
8	2002-2003	George Arimond Pat Trokan Keith Wadell	July, 1988 September, 1989 September, 1988
9	2003-2004	Nancy Navar	August, 1990
10	2004-2005	Jearold Holland	August, 1996
11	2005-2006	Steve Simpson	August, 1997
12	2006-2007	George Arimond Pat Trokan Keith Wadell	July, 1988 September, 1989 September, 1988
13	2007-2008		
14	2008-2009	Nancy Navar	August, 1990