

## CMU EMPLOYEE POLICY HANDBOOK

(select portions below)

### C Academic Staff Policies

#### C1 Statutory and Administrative Authority

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Scope: CMU Faculty  
Status: Approved by the CMU Board of Governors  
Date: June 21, 2014

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*The Mennonite College Federation and Consequential Amendments Act* vests the following authority with the Board of Governors:

Section 10 (1) (b) appoint officers and engage academic and other staff as required, determine their duties and conditions of appointment or employment and set their remuneration;

This same authority is reflected in Section 4.06 (Role of the Board), CMU By-law No. 1.

The Memorandum of Understanding between the Province of Manitoba and the Mennonite College Federation stipulates:

Part III, 5.2 The MCF will be ensured full autonomy in terms of the religious/moral content of its programs and appointment of staff. Decisions made in these areas will be consistent with the historic positions of the Mennonite churches, which are members of MCF.

The *Act*, the By-law, and the Memorandum of Understanding do not speak to the manner by which recommendations regarding personnel matters are developed and presented to the Board of Governors. Some aspects of personnel matters, for instance criteria regarding academic appointment, academic rank and promotion have a bearing on the academic standards of the university.

#### C2 Academic Staff—Definitions

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Scope: CMU Faculty  
Status: Approved by the CMU Board of Governors  
Date: June 15, 2002; amended Oct 7, 2005; amended June 21, 2014

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The terms *academic staff*, *academic appointee* and *faculty member* refer equally to those individuals given appointment by the CMU Board of Governors (or previously by the Board of Directors of one of the university's predecessor colleges). This status is granted to individuals holding teaching and/or certain administrative positions at Canadian Mennonite University. Academic appointees are required to meet the criteria set by the Board of Governors. Academic appointees are expected to be professionally trained and prepared to accept responsibilities, including leadership, required by their position.

Final authority on all faculty appointments and for awarding rank and tenure is vested in the Board of Governors.

*Senior Administrative Officer* — means a person appointed by the Board of Governors as Vice President, or the President. (Persons appointed as “acting” in any of these positions may be so appointed by the President.) Senior Administration Officers may or may not hold academic appointments.

### C3. Academic Staff—Appointments

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Scope: CMU Faculty

Status: Approved by the CMU Board of Governors

Date: June 15, 2002; amended June 21, 2014

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#### C3.1 Summary of Classes of Appointments

Academic staff appointments at Canadian Mennonite University are of one of the following classes:

1. [Tenure Track Appointments](#)
  - a) First or Second Term
  - b) Appointment with Tenure
2. [Limited Term Appointments](#)
3. [Lecturer Appointments](#)
4. [Teaching Professor Appointments](#)
5. [Sessional Term Appointments](#)
6. [Affiliated Appointments](#)
  - a) Dual Appointments
  - b) Affiliate Faculty
  - c) Adjunct Professor
  - d) Faculty Fellow
7. [Emeriti Appointments](#)

#### C3.2 Tenure-track Appointments

Tenure-track appointments are those academic appointments where the position has been approved by the Board of Governors, and upon which the Board of Governors has conferred either:

1. A *First Term (Tenure-track, probationary)*, implying that the appointment may be renewed for a Second Term (Tenure-track), or may be allowed to lapse.
2. A *second term (Tenure-track, probationary)*, implying that the appointment may be allowed to lapse, or may be continued with Tenure.

**Or**

3. An *Appointment with Tenure* is an appointment without definite term; that is, one wherein the University cannot terminate the employment of the academic appointee unless good and sufficient cause is shown why the appointee should be dismissed. Notwithstanding this definition, the University can move to dismissal for reasons of financial exigency or for reasons of academic redundancy under the procedures in [Section C13](#).

Appointments with Tenure (Teaching and Research) under [Section C4.2](#) are made to a specific, progressive rank of Assistant Professor, or Associate Professor, or Professor.

Appointments with Tenure (Administrative and Professional) under [Section C7](#) are made to a specific, progressive rank of Librarian or, in other cases, when the appointment is made as a Continuing Administrative and Professional appointment with initial duties identified by an appropriate position title and a mutually agreed and written statement of duties.

Appointments with Tenure may be full-time or less than full-time.

A First Term (Tenure-track) Appointment is a regular faculty appointment for a contractually limited period of time. A faculty member holding a First Term (Tenure-track) Appointment is entitled to formal consideration for reappointment to a second term (Tenure-track). A faculty member holding a second term (tenure-track) appointment is entitled to formal consideration for Tenure. Faculty members with probationary-term appointments are not eligible for promotion prior to the granting of Tenure.

An initial appointment with tenure is unusual and can be made only at the rank of Professor or Associate Professor.

A First Term (Tenure-track) Appointment normally shall have an end-date of June 30th, and its duration shall normally be three years. A Second Term (Tenure-track) Appointment shall be for two years. If an appointment is at fractional-load, the duration of each probationary-term appointment may be extended by one year. Pregnancy, parental, disability or medical leaves can reduce the time available to prepare for tenure consideration; in these circumstances, the probationary period will be extended by one year on request. Normally the maximum extension is two years when there are two or more such leaves during the First Term (Tenure-track), and one year during the Second Term (Tenure-track).

Employment in a tenure-track position lapses unless there is a reappointment to a Second Term (Tenure-track) or an Appointment with Tenure. Consideration for reappointment to a Second Term (Tenure-track) or for an Appointment with Tenure shall occur during the final year of the First Term (Tenure-track) or Second Term (Tenure-track) respectively. Unless a decision not to reappoint is communicated to the candidate by January 15, the candidate's appointment shall be extended for a further year.

Termination of a Term (Tenure-track) Appointment prior to the contractual end-date constitutes dismissal, and is subject to provisions in [Section C13](#) regarding dismissal for cause, financial exigency, or academic redundancy.

### C3.3 Limited Term Appointments

*Limited Term appointments* are those appointments of a specified term up to three years in any of the following circumstances:

1. When the appointment is to replace a Tenured staff member who is on leave or on another assignment;
2. When a person with the desired qualifications for the tenure-track appointment is not available at the time;

3. When the duties connected with the appointment are for a limited period and are expected to be no longer required after the specified date;
4. When an individual states a preference, in writing, for a Limited Term appointment;
5. When the appointment is for a pilot or developmental project; or
6. When the appointment is funded externally for a specified period of time.

Limited Term appointments carry no implication of renewal or continuation beyond the specified term. Limited Term appointments may be full-time or less than full-time.

The President upon the recommendation of the VPA makes a Limited Term appointment. (The process by which the VPA prepares such a recommendation may or may not involve a full selection committee process, depending upon the length of the term and the time constraints for making the appointment.) Board approval is required for Limited Term Appointments longer than two years, or for any combination of terms for a given individual that equals or exceeds two years.

#### C3.4 Lecturer Appointments

Lecturer is a non-tenure track professional rank. See [C4.2](#).

#### C3.5 Teaching Professor (Formerly “Instructor”) Appointments

In certain circumstances, appointment to Teaching Professor ranks enables the university to fulfil its mandate to provide high quality undergraduate education, without sacrificing an institutional commitment to research. This is particularly true where there is a high demand for teaching at the introductory level. Full-time Teaching Professors are preferable to the practice common in many universities of having graduate students carry a significant portion of the undergraduate teaching load, and thereby do not compromise the academic integrity of the university within the broader Canadian context.

Teaching Professor appointments are not advisable as the sole appointment within a program area or discipline, and should only be considered for areas where there are professorial appointments carrying forward a research agenda in the program. Due to CMU’s commitment to faculty research, a relatively small number of faculty positions will be filled by Teaching Professor appointments; the vast majority of appointments will be in the professorial ranks.

The Teaching Professor ranks provide permanent positions for faculty whose *primary* interest and responsibility is in teaching. Typically at Canadian universities, research potential and/or performance are weighted at least equally with teaching performance in hiring and promotion procedures. Notwithstanding the conventional view that faculty members should be accomplished in both teaching and research, there are individuals whose strength and inclination lies primarily in teaching. There are also situations where the mandate of the university can be served well by academic appointments where the faculty members devote their full energy to teaching. The Teaching Professor ranks recognize these realities and provide a way for the institution to appropriately structure and evaluate such positions. These ranks provide a clear career track that does not limit a person to “entry level” recognition and remuneration.

The teaching load for Teaching Professors is normally eight semester courses in a twelve-month year.

Teaching Professors are expected to engage in scholarship required to maintain currency in the field of their teaching. Teaching Professor responsibilities normally do not include supervision of graduate student research.

The general assumption is that Teaching Professors will participate fully in governance activities of the University.

The professorial ranks (Lecturer, Assistant Professor, Associate Professor, and Professor) and the teaching professorial ranks (Teaching Lecturer, Teaching Assistant Professor, and Teaching Associate Professor) are separate career streams. A change of appointment, from Teaching Professor to Professor rank or vice versa, is unusual and requires careful review. In circumstances where a position is available, and where the individual's abilities are consistent with the position, movement to the position would require an assessment process comparable to that for appointing or reappointing a faculty member.

### C3.6 Sessional Term Appointments

Sessional appointments are for a particular academic session and are contractual arrangements for an individual to teach one or more courses, with the contracts made on a course-by-course basis. Sessional contracts do not necessarily carry an expectation of renewal or reappointment.

Sessional contracts broaden the teaching capacity of the university and provide opportunities to secure the teaching services of individuals with particular expertise or perspective. Sessional Instructors are invited to participate in university events and activities beyond their classroom but are not expected to serve on committees or provide administrative service to the University.

Sessional Instructors are expected to be in sympathy with the mission of CMU but are not subject to the institutional commitments that are required of regular employees. A Sessional Instructor possesses knowledge or expertise relevant to the specific course(s) taught, and normally at least holds a master's degree or professional equivalent. A Sessional Instructor must demonstrate willingness to respect the Anabaptist Mennonite faith tradition in all interaction with students, faculty, and staff.

Sessional contracts should not be used as simply an economical way to provide university instruction. Normally an individual will not teach more than three courses (nine credit hours) per academic year on a sessional basis.

If a Sessional Instructor is asked to do work beyond teaching the specified course(s), the additional work will be covered in a separate contractual arrangement.

The VPA or designate, upon the recommendation of the relevant department(s) makes sessional appointments. The letter of appointment shall include:

- The specific course(s) to be taught;
- The term(s) in which the teaching is to occur;
- The amount of remuneration; and
- The amount of cancellation fee to be paid to the Instructor if the university cancels the course less than four weeks prior to the start of the course.

### C3.7 Affiliated Appointments

#### C3.7.1 *Dual Appointment*

A Dual Appointment (example: Assistant Professor of Music and of Social Science) for a CMU faculty member indicates that they are a full member of both named departments, sharing responsibilities for meetings, course delivery, curricular planning, and so on with each named department.

This appointment is reserved for CMU faculty members in tenure-track or ongoing positions, and may be made at the time of hire by and at the discretion of the VPA; or at a later time by written affirmation of the faculty member, the members of the named department, and the VPA. This is normally a permanent title for the tenure-track, tenured, or ongoing faculty member in question.

#### C3.7.2 *Affiliate Faculty*

A designation of Affiliate Faculty (example: Assistant Professor of Music; Affiliate Faculty of Social Science) indicates that the faculty member is an affiliate but not a full member of the named affiliate department. It recognizes a second area of expertise in research and teaching for the faculty member, but does not entail responsibility to attend meetings, plan curriculum, or regularly teach in the named affiliate department. It does indicate that the members of the department welcome these kinds of participation, however.

This designation is reserved for CMU faculty members in tenure-track and ongoing positions, and may be conferred by written affirmation of the faculty member, the members of the named department, and the VPA (with the approval of Dean's Council). It is normally a permanent designation.

#### C3.7.3 *Adjunct Professor*

A designation of Adjunct Professor (example: Adjunct Professor of Social Science) recognizes a research- or teaching-active CMU employee as a scholarly peer of faculty within a named department. It does not entail responsibility to attend meetings, plan curriculum, or regularly teach in the named department. It does indicate that the members of the department welcome these kinds of participation, however. It also confers the right to compete for CMU internal research grants.

This designation is reserved for CMU staff and sessional teaching faculty holding advanced degrees or professional qualifications in the area of the department or a close cognate and may be conferred by written affirmation of the faculty member, the members of the named department, and the VPA (with the approval of Dean's Council). It is normally a time-limited designation of up to five years in length, and it may be renewed through the same process by which it was conferred.

#### C3.7.4 *Faculty Fellow*

A designation of Faculty Fellow (example: Faculty Fellow in Music) recognizes a scholar, normally holding a doctorate, who is not otherwise affiliated with or employed by CMU but who is part of CMU's intellectual and research community. This appointment entitles the

holder to receive a CMU email address, library card, faculty borrowing privileges at the CMU library, and access to staff and faculty coffee lounges.

The title of Faculty Fellow may be conferred by written affirmation of the faculty member, the members of the named department, and the VPA (with the approval of Dean's Council). It is normally a time-limited designation of one to three years in length, that may be renewed in the same way it was conferred.

#### *C3.7.5 Notes*

1. All of these appointments confer the right to use these designations or titles internally and externally, including in applications for funding or membership in a society.
2. None of these designations or appointment types confer benefits in salary, office space, accommodation, or professional development funding.

#### C3.8 Emeriti Appointments

See [Section C4.6](#) Emeritus/Emerita Appointment

#### C3.9 Faculty Workload Guidelines

CMU is primarily an undergraduate teaching institution that values faculty research, and administrative and public service. The following guidelines are offered in an attempt to articulate the ratio of responsibilities in different areas to current and prospective faculty members. They also provide guidance to administrators in preparing contracts for part-time appointments.

It is recognized that the amount of time required to teach a course will vary significantly depending upon factors such as familiarity with the material, teaching experience, class size, etc. The guidelines might therefore be seen as reflecting averages over the course of a teaching career, rather than targets for a particular year. It is also recognized that uniform allocation of faculty time to the various parts of a faculty load may not always represent the best utilization of an individual's gifts and abilities. Arrangements for variations from the guidelines presented here must be approved by the VPA.

##### *C3.9.1 Full-time professorial appointments*

Full-time professorial appointments are 12-month appointments, which carry an obligation for some combination of teaching, scholarship and University service throughout the full year, excepting annual paid vacation.

##### *Teaching (cf. [Section C4.1.1](#))*

Tenure-track appointments carry twelve-month (year round) responsibilities. Six 3-hour courses represent the normal undergraduate teaching assignment within a twelve-month period. Teaching also includes related activities, such as mentoring students, supervising directed studies, and pedagogical professional development. Teaching is considered to represent 60% of a full-time load.

Release from teaching one or more courses may be given for a particular period of time, at the discretion of the VPA. Relevant examples include:

- In the first year of full-time appointment, where an individual has multiple new course preparations, a three-credit hour reduction may be granted.
- Where a faculty member has designated administrative responsibilities (such as Program Coordinator, Dean, or Institute Director), course release will be granted, as determined by the extent of the administrative responsibilities.
- Where the faculty member holds an external research grant or contract, course release may be granted, providing that satisfactory arrangements to cover the teaching needs of the institution are feasible, and the cost of replacement teaching is covered by the external grant or contract.

*Service (cf. [Section C4.1.2](#))*

Administrative and public service is considered to represent 20% of a full-time load.

It is desirable in the first year of appointment for administrative service to be limited to participation in activities common to all faculty (Senate, Council, and program or departmental committees). While a new faculty member may voluntarily take on additional service responsibilities, formal expectations for additional administrative service should be minimal.

Within the initial term of appointment, faculty members should begin to engage in service to the church, community, or society at large, but there are not formal expectations for public service in the first year of appointment.

*Research (cf. [Section C4.1.3](#))*

Research, academic writing and scholarship is considered to represent 20% of a full-time load.

### *C3.9.2 Fractional-load Appointments*

A fractional-load appointment is a regular faculty appointment that carries the same distribution of duties in teaching, scholarship and service as does a regular full-time appointment, but the total commitment of time to the University is not as great. Fractional-load appointments can be made at any fraction of total that corresponds to a practical assignment of University duties. A fractional-load appointment is not normally less than 50%, except in the case of retiring faculty where the appointment may be at a 33% load. Fractional-load appointees will be eligible for Professional Development Allowance that is proportional to their appointment.

A faculty member who holds a Tenure-track Term Appointment on a fractional-load basis is entitled to formal consideration for reappointment or tenure at the same fractional load. Regular faculty members are entitled to consideration to change their appointments from full-time to fractional-load or vice versa. Such changes require the written mutual



agreement of the faculty member and department head, and must be formally approved by the VPA and the President. The Board must approve any such changes that increase the overall faculty complement.

### C3.9.3 Part-time Appointments

Part-time appointments carry a lower time commitment than does a full-time appointment, and has a more limited range of duties and responsibilities, as specified in the letter of appointment. In these instances, the above workload guidelines provide guidance in determining the work expectations.

## C4 Criteria for Appointment, Promotion, and Tenure

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Scope: CMU Faculty

Status: Approved by the CMU Board of Governors

Date: June 14, 2003, amended June 21, 2014

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### C4.1 General Requirements for Academic Staff

The functions of the University are teaching, research and service. All academic appointees in the professorial ranks will engage in these three activities, unless given special administrative assignments in place of one or more of them. Academic appointees in the Teaching Professor ranks will engage primarily in teaching and service, but also in research as needed to remain current with the developments in their fields of instruction.

The general criteria for each function as applied to all ranks as well as the specific criteria for each rank are set out below.

#### C4.1.1 Teaching

Teaching is a major University function. Teaching or instruction may take place in various contexts appropriate to each discipline or inter-disciplinary program, including lectures, seminar discussion, laboratory/workshop supervision, tutorials, graduate supervision, field supervision, practicum supervision, distance education, collaborative teaching with associated institutions, and student advising.

#### C4.1.2 Service

Reflecting the tradition of Canadian universities, and recognizing that CMU is supported by the constituent churches to serve the Christian gospel, it is expected that each academic appointee shall make contributions in the area of service.

*Internal service* includes *administrative service* and *co-curricular service*. *Administrative service* is participation in academic governance and development relevant to the progress and welfare of the department or unit and the institution. For faculty of MSC Campus, administrative service may also be active participation in the academic governance of the University of Winnipeg, although such contributions shall not comprise all of an

individual's administrative service. *Co-curricular service* is participation in campus activities outside of course-based work.

*Public service* covers a range of possible activity that includes both *outreach* and *external academic service*. *Outreach* includes contributions to the church or community through the application of scholarly or professional knowledge and expertise through activities such as teaching, performing, and writing in public forums as well as service on boards and committees. *External academic service* includes activities such as participation on editorial boards of disciplinary or interdisciplinary journals, grant selection committees, external dissertation committees, and adjudication panels of provincial, regional, or national agencies, and similar professional involvement.

Service shall be expected of each rank. For individuals whose duties include teaching and research, the normal expectations for teaching and research cannot be fulfilled by service activity in the absence of written agreements with the Dean. Meeting the expectation for service should normally require a smaller portion of effort than is required for the functions of Teaching and Research.

Outside Professional Activity for remuneration normally shall not be counted as service for the purposes of assessment.

#### C4.1.3 Research

For purposes of assessment, promotions, appointment to Second term (Tenure-track), or Appointment with Tenure, and the appeal of those assessments, the term *Research* shall be deemed to mean scholarly activity appropriate to the individual's discipline, and subject to methodical standards. Work that is subject to external or peer review shall typically be viewed more favorably.

E.L. Boyer's widely used typology (from his 1990 Carnegie Foundation for the Advancement of Teaching and Learning report) suggests four types of scholarship:

- scholarship of discovery, which corresponds to basic research as it has long been understood in the arts and sciences
- the scholarship of integration, which makes connections across disciplines and fields using existing basic research;
- the scholarship of application, which proposes and tests the use of research-based models in applied practice;
- and the scholarship of teaching, which develops and tests University teaching practices.

All of these kinds of scholarship, when at their best, are rigorous and make an impact on a defined scholarly or research community in the context of an existing discussion or literature. While not exhaustive, Boyer's model is a helpful indicator of both the breadth of scholarship that may contribute to a faculty member's research portfolio, and also the

rigour and the aim to impact through publication that characterizes good work across all types of research.

See: Boyer, E. L. (1990). *Scholarship reconsidered: Priorities of the professoriate*. Princeton University Press, 3175 Princeton Pike, Lawrenceville, NJ 08648.

#### C4.2 Professorial Rank

Professorial rank is intended to reflect a faculty member's accomplishment as a teacher and scholar. Progression through professorial ranks is not automatic, but reflects the totality of an individual's academic involvement, and an appropriate balance over time of contributions in teaching, research, and service.

A *Lecturer* possesses a graduate degree in an appropriate discipline or appropriate professional qualification, and demonstrates a strong inclination toward academic life. Employment at the Lecturer Rank is not on-going (tenure is not available at the Lecturer Rank). A lecturer is appointed for an initial term of up to three years, and may be reappointed for a further term of up to three years. With the consent of the VPA, the research of the Lecturer may be research toward a doctorate or terminal degree.

An *Assistant Professor* demonstrates the basic qualifications for well-rounded academic life. An Assistant Professor normally has a doctorate or terminal professional degree, as well as experience or strong potential in teaching and research.

An *Associate Professor* has demonstrated ongoing competence, maturity and independence in teaching and research.

A *Professor* has demonstrated strong teaching and has shown substantial achievement in research as evidenced by the production of a body of scholarly work that is widely known and respected.

#### C4.3 Criteria for Appointment, Promotion and Tenure

##### C4.3.1 *Lecturer*

1. Holds a graduate degree in an appropriate discipline, or an appropriate professional qualification; and
2. Demonstrates a strong inclination toward academic life.

##### C4.3.2 *Assistant Professor*

1. Normally holds a doctorate or degree generally considered to be terminal for university teaching in his/her discipline/profession, (or demonstrate capacity to complete terminal degree requirements within one year of appointment). In certain applied areas, may hold a Masters degree and have significant applied experience/proficiency; and
2. Demonstrates ability or potential to fulfill teaching, research, and service responsibilities satisfactorily.

#### C4.3.3 Associate Professor

1. Normally holds a doctorate or the degree generally considered to be terminal for university teaching in his/her discipline/profession;
2. Demonstrated teaching competence in previous appointments over a five-year period. In cases where the institution is asking for applied experience, or such experience/proficiency is a significant asset that the individual brings to teaching, a portion of applied experience may count toward years of experience;
3. In addition to research conducted in completion of doctorate or equivalent, has established an active program of research or other scholarly/professional work normal to the field. Usually this would take the form of publications in refereed journals or professional music performances, and involvement in academic and professional organizations. Upon approval of Senate, academic units may further define “active program of research” appropriate for the unit; and
4. Has contributed to the development of the University through accepting and discharging significant service (as defined by C4.1.2).

Where the appointment is to an administrative position, or where a significant portion of an individual’s assignment is administrative, that administrative work will be evaluated by the criteria set out in [C6.2](#).

#### C4.3.4 Professor

1. Has completed or is credited with seven years of service at the level of Associate Professor;
2. Holds a doctoral degree or the degree normally considered to be terminal for University teaching in his/her discipline/profession, or has an established international professional reputation;
3. Has established a record of strong teaching, demonstrated through measures such as student evaluations (including retrospective evaluations by former students), peer evaluations, course and programme development, and longer-term student and programme success;
4. Has established a *strong* program of research or other scholarly/professional work as normal to the field, making a distinct contribution to the field. Usually this would take the form of publications in refereed journals, books, or professional music performances, and involvement in academic and professional organizations. Upon approval of Senate, academic units may further define “strong program of research” appropriate for the unit;
5. Has contributed to the development of the University through accepting and discharging significant service (as defined by [C4.1.2](#)).

Where the appointment is to an administrative position, or where a significant portion of an individual’s assignment is administrative, that administrative work will be evaluated by the criteria set out in [C6.2](#).

*C4.3.5 Criteria for Appointment with Tenure*

1. Has demonstrated a commitment to advance the mission of the institution;
2. Normally holds a doctorate or the degree generally considered to be terminal for university teaching in his/her discipline/profession;
3. Has demonstrated teaching competence as defined in [Section C3.9.1](#), [C4.1.1](#), and [C4.3.5](#), with a commitment to on-going excellence in teaching.
4. In addition to research conducted in completion of doctorate or equivalent, has demonstrated ability for a strong program of research or other scholarly/professional work normal to the field. Usually this would take the form of some publications in refereed journals or professional music performances, and involvement in academic and professional organizations. Upon approval of Senate, academic units may further define expectations appropriate for the unit. Where the appointment is to an administrative position, or where a major portion of the individual's assignment is administrative, appropriate administrative evaluation may substitute for research or scholarly work; and
5. Has contributed to the development of the University through accepting and discharging administrative service, and has performed service to the church and/or community, with a commitment to significant on-going service in these areas.

C4.4 Teaching Professor Ranks

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Scope	Faculty
Scope:	Approved by CMU Board of Governors
Date:	March 14, 2004, amended June 21, 2014

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Unlike the professorial ranks, the Teaching Professor ranks are not necessarily sequential. At the ranks of Teaching Lecturer and Teaching Assistant Professor, the appointments will often be only temporary. At times it may happen that the university approves an ongoing Teaching Professor position for which a person appointed in an Teaching Professor rank may qualify to apply. A person with an on-going appointment at the rank of Teaching Assistant Professor may apply for promotion to the rank of Teaching Associate Professor.

*C4.4.1 Teaching Lecturer (formerly "Instructor I") – term appointment (for a maximum of six years, comprised of one-, two- or three-year terms)*

1. Holds a Master's degree or professional equivalent; and
2. Demonstrates ability or potential to fulfil teaching and administrative service responsibilities satisfactorily.

*C4.4.2 Teaching Assistant Professor (formerly "Instructor II") – term appointment (for a maximum of six years, comprised of one-, two- or three-year terms)*

1. Holds a Master's degree or professional equivalent and has demonstrated teaching competence in previous appointments over a six-year period, OR holds a doctorate and has demonstrated teaching competence;

2. Demonstrated sufficient scholarly and professional activity to stay abreast of current research and developments related to area of teaching;
3. Has contributed or shows potential of contributing to the university through accepting and discharging significant service (as defined by [C4.1.2](#)).

*C4.4.3 Teaching Assistant Professor (formerly “Instructor III”) – on-going appointment*

1. Holds at least a Master’s degree or professional equivalent and has demonstrated teaching competence in previous appointments over a six-year period;
2. Demonstrated sufficient scholarly and professional activity to stay abreast of current research and developments related to area of teaching; and
3. Has contributed to the university through accepting and discharging significant service (as defined by [C4.1.2](#)).

Salary scale is the same as for Teaching Assistant Professor.

*C4.4.4 Teaching Associate Professor (formerly “Senior Instructor”) – on-going appointment*

1. Has completed nine years of successful teaching service;
2. Has established a record of strong teaching, demonstrated through measures such as student evaluations (including retrospective evaluations by former students), peer evaluations, and longer-term student and programme success;
3. Has demonstrated evidence that the individual is thoroughly familiar with the current status of the appropriate discipline or interdisciplinary areas related to teaching; and
4. Has contributed to the development of the University through accepting and discharging significant service (as defined by [C4.1.2](#)).

C4.5 Librarian Ranks

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Scope:	CMU Faculty
Status:	Approved by the CMU Board of Governors
Date:	March 8, 2003

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*C4.5.1 Role and Responsibilities*

**Summary**

Academic librarians are members of an academic community who share with teaching faculty responsibility for educating students. They discharge this responsibility by collecting and organizing the texts and information resources required by their programs of study, by ensuring that the needed resources are available and accessible, and by teaching students how to search for and use those resources properly. Academic librarians are responsible for making knowledge and ideas as accessible as possible and developing the collection in a manner consistent with the mission of the University.

Academic librarians are expected to provide a high level of professional service, develop professional knowledge, contribute to librarianship and scholarship, and serve the University, church and community. In carrying out their responsibilities and duties

academic librarians shall deal fairly and ethically with those to whom they render professional service, taking care to provide the fullest access possible to library materials and to protect the confidentiality of patron records.

A Librarian's duties shall be an appropriate combination of:

1. Professional practice in the Library;
2. Administrative and community service; and
3. Scholarly and professional activities in the field of library science.

The distribution of individual duties and responsibilities may vary from time to time and from individual to individual. Without minimizing the importance of b) and c) above, the principal duties shall be those noted in a) above, with specific duties to be outlined in job descriptions.

### **Professional Practice in the Library**

The primary function is to support the teaching and research needs of the university community through professional practice for the university library. Professional practice includes the following;

1. Selection, acquisition and organization of information resources;
2. Instructional, consultative and research assistance to library users, including formal and informal instruction in the methods and sources of bibliography, explaining library research techniques, directing patrons to appropriate resources of information and by retrieving specific information requested by the library's users;
3. Managing library collections, information systems and service programs within the limits of the funding allocated to the library; and
4. Management of the activities and resources of a library department and participation in the work of library committees.

### **Administrative and Community Service**

As outlined in [Section C4.1.2](#)

### **Scholarly Activity**

Scholarly activity can play an important role in enhancing and maintaining competence and effectiveness, as well as contributing to the academic reputation of CMU, the profession, and the individual. CMU librarians shall have the opportunity and responsibility to pursue research in library and information science and/or other relevant academic disciplines and the opportunity to make scholarly contributions.

Subject to the requirements of individual job descriptions, *Research* as defined in [C4.1.3](#) is expected to comprise approximately 20% of normal workload.

#### *C4.5.2 Classes and Terms of Appointment*

Academic librarian appointments at CMU are of one of the following classes:

1. Probationary: an appointment initially made for three (3) years, implying that the

appointment may be allowed to lapse, or may be renewed for a second probationary term.

2. Continuing: an appointment without definite term, which may be terminated only through resignation, retirement, and dismissal for just cause, financial exigency, or redundancy.
3. Limited Term: an appointment for a fixed term of up to three (3) years, in accordance with the provisions of [Section C3.3](#).

An initial continuing appointment is unusual and can only be made at the rank of Associate Librarian or Librarian.

#### *C4.5.3 Appointment and Promotion of Librarians*

Academic librarians are appointed to one of four ranks: (General Librarian, Assistant Librarian, Associate Librarian, and Librarian). Initial appointments may be made to any rank depending on the appointee's experience and level of achievement.

##### 1. Criteria for Appointment or Promotion

All librarians will have a Master of Library Science degree or its equivalent from an ALA (American Library Association) accredited library school.

##### *General Librarian*

To qualify for an appointment at this rank, the candidate shall have the minimum of a recognized professional degree in Library Science (M.L.S. or equivalent) and show potential for successful professional performance.

##### *Assistant Librarian*

To qualify for appointment or promotion to the rank of Assistant Librarian, the candidate shall have:

- a) A minimum of three years of full-time experience as a General Librarian as well as a record of successful performance as a librarian, during which he/she has demonstrated a mastery of the skills and techniques of librarianship;
- b) Academic achievement and activities, including additional formal study in Library Science and/or other relevant academic disciplines, programs in continuing education, research, and publication;
- c) Involvement in professional activities and participation in professional organizations including service on committees, presenting papers, organizing and participating in conferences, seminars, and workshops;
- d) Contributed to the development of the University through accepting and discharging administrative service; and
- e) Performed service to the church and/or community.

##### *Associate Librarian*



To qualify for appointment or promotion to the rank of Associate Librarian, the candidate shall have:

- a) A minimum of six years of full-time experience as an Assistant Librarian;
- b) A record of successful professional performance, significant achievement in librarianship, exercising sound independent judgment and creativity;
- c) Clear evidence of continuing professional development and demonstrated ability in an area of library service and/or in an administrative capacity;
- d) Academic achievement and activities including additional formal study in Library Science and/or other relevant academic disciplines, programs in continuing education, research, and publication;
- e) Involvement in professional activities and participation in professional organizations including serving on committees, the presenting of papers, organizing and participating in conferences, seminars, and workshops;
- f) Contributing to the development of the University through accepting and discharging significant administrative service; and
- g) Performing significant service to the church and/or community.

#### *Librarian*

For appointment or promotion to the rank of Librarian, the candidate shall have:

- a) A minimum of seven years of full-time professional experience as an Associate Librarian;
- b) A record of outstanding professional accomplishment with demonstrated initiative, leadership and creativity. There should be evidence of further development and extension of professional expertise reflected by superior achievements and leadership in the field of service or specialization recognized beyond the University;
- c) Evidence of substantial achievement in research and publishing; or
- d) Contributing to the development of the University through accepting and discharging significant administrative service; and
- e) Performed significant service to the church and/or community.

## 2. Procedures for Promotion

Procedures for promotion will be similar to those outlined for teaching faculty in [Section C4](#). The Review Committee will normally include the Dean, a librarian (either internal or external), and at least one other faculty member. In a review for promotion to the rank of Librarian, an external member of the committee will be the norm. The committee will evaluate the application on the basis of the criteria laid out in C4 of this document and, where applicable, the criteria applied to other applications for faculty promotion.

### *C4.5.4 Professional Development*

Librarians will have an annual professional development allowance as outlined in [C11.2](#).

*C4.5.5 Evaluating Service in the Library*

Librarians participate in formative and summative evaluations in a manner similar to that described for teaching faculty. Although the following activities do not form an exhaustive list, they serve as indicators of excellence and achievement in library performance: effectively applying knowledge and special skills to a position's responsibilities; initiating, planning, innovating, organizing and concluding work effectively; communicating and interacting effectively with students, faculty and other members of the University community; exercising judgment, forethought and critical thinking; and relating position responsibilities to the overall goals of the Library and the University. Specific areas of performance may include the following:

Ability and effectiveness in the field of library and information science:

1. the identification, selection, acquisition, cataloguing and organization of information;
2. resources to support the teaching and research programs of the University;
3. competently instructing students and faculty in the use of information resources, including the ability to guide students and faculty in developing skills in research methodology; planning, presenting, and evaluating orientation sessions; and aiding in planning, developing and implementing the Library's formal instruction program;
4. maintaining and monitoring the quality of library service, systems and resources;
5. communicating and cooperating with faculty, staff, students and others in identifying and analyzing user needs to effect improvements in library service;
6. managing the activities, staff and resources of the library unit; and
7. successful completion of professional short courses, training sessions, workshops, seminars or like activities.

Service to the University, the profession and the community as described in [Section C4.1.2](#).

Scholarly activity:

1. advancement, dissemination and synthesis of knowledge;
2. securing funding for research, scholarship and creative activities as appropriate for a discipline or field;
3. scholarly publications, papers and presentations;
4. contributions to the development of software, hardware or technologies appropriate to the discipline or field;
5. developing potential external sources of support for research; and
6. obtaining a degree, certificate, or diploma in library and information science or other academic discipline related to the librarian's assigned areas of specialization, beyond the qualifications previously held; the successful completion of additional credit courses in library and information science, in the area(s) of academic specialization as specified in the librarian's job description, or in a related field

## C4.6 Emeritus/Emerita Appointment

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Scope: CMU Faculty  
Status: Approved by CMU Board of Governors  
Date: March 11, 2006

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Emeritus/Emerita status is granted by the Board upon recommendation by the President to faculty members for meritorious service to Canadian Mennonite University, following retirement from full-time employment. Such persons will normally have served at least ten years and will carry the rank or title of their most recent position or their highest rank. The appointment is without definite term.

A Professor Emeritus/Emerita will be provided with a university e-mail account and office or research space as available, and shall be eligible to apply for external grants and contracts under the aegis of the university. Professors Emeriti/Emerita are welcome to participate in university social events, and to participate in the faculty procession at ceremonial events such as convocation.

## C5 Procedures for Appointment

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Scope: CMU Faculty  
Status: Adopted by Senate  
Date: May 21, 2003, amended June 21, 2014

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### C5.1 Professorial Ranks

Openings for Tenure-track positions are to be publicized as appropriate, and in a timely way. The placement of advertisements will be coordinated through the Director of Human Resources. There may be instances where the Faculty Search Committee is of the opinion that it would be appropriate to pursue a specific individual rather than advertising the position. In this case, the decision to modify advertising procedures may be recommended through the VPA to the President for approval.

The VPA, in consultation with the appropriate Dean and/or program coordinator will establish a Search Committee. In cases where the appointment is to a program area for which CMU has a department, the majority of the committee will consist of members of the department. Where an appointment is to be located at the MSC Campus, representation of other meaningful input from the U of W faculty is desired, as is representation from the other department at MSC. The Director of Human Resources serves as a resource to the committee regarding compliance with applicable policy and legislative standards.

There should be student participation on the committee or other meaningful input into the process.

The Committee Chair (VPA or his/her designate) will ensure the distribution of the C.V.s and supportive documents for each applicant to the members of the Committee. A complete set of documents will also be housed with the HR Director and provided to the President.

The Search Committee will review all applications received by the published deadline, establish a preliminary preference list of possible candidates, and ask the chair to make arrangements for interviews. Such interviews may take place by telephone, teleconference, or may be in person.

One or more candidates will be invited to campus for in-person interviews. Faculty and students are to be informed when a candidate is visiting, and invited to attend presentations of all candidates, and provide feedback to the committee.

Having considered the candidates, the Search Committee will prepare and submit its recommendation to the VPA. If significant differences occur within the committee, dissenting members will have the opportunity to submit a minority recommendation.

On the basis of the Committee's recommendation, the VPA will prepare a hiring recommendation for the review and consideration of the President.

The President will review the hiring recommendation, and if in agreement with it, will recommend a faculty appointment to the Board of Governors, including appropriate rank and term (as per [Section C3](#) of the CMU policy manual on faculty ranks).

#### C5.2 Teaching Professor Ranks

Openings for Teaching Professor Ranks will be publicized as appropriate and in a timely way. The placement of advertisements will be coordinated through the Director of Human Resources. Alternatively, the Search Committee may choose to pursue a specific individual rather than advertising the position.

The VPA, in consultation with the appropriate Academic Dean and/or program coordinator, will establish a Search Committee of three persons, including the Academic Dean for the area concerned. The Director of Human Resources serves as a resource to the committee regarding compliance with applicable policy and legislative standards.

The Committee Chair (VPA or his/her designate) will ensure the distribution of the C.V.s and supportive documents for each applicant to the members of the Committee. A complete set of documents will also be housed with the HR Director and provided to the President.

The Search Committee will review all applications received by the published deadline, establish a preliminary preference list of possible candidates, and ask the chair to make arrangements for interviews. Such interviews may take place by telephone, teleconference, or may be in person.

One or more candidates will be invited to campus for in-person interviews.

Having considered the candidates, the Search Committee will prepare and submit its recommendation to the VPA. On the basis of the Committee's recommendation, the VPA will approve an appointment, unless it is to an ongoing position (see next section).

### C5.3 Affiliated Appointments

In general, these appointments (Dual Appointment, Affiliate Faculty, Adjunct Professor, and Faculty Fellow) require discussion and written affirmation from four groups:

1. The individual who is being considered for affiliation
2. The faculty members of the academic area in which the affiliation would be located
3. Dean's Council
4. The VPA

Any of these groups can initiate these discussions with a short, written rationale for the affiliation, to be discussed with each of the other groups.

For Affiliate Faculty, Adjunct Professor, and Faculty Fellow appointments, affirmation from each of the four groups is required for the affiliation to be approved. The VPA's office makes the affiliation official by means of a letter on letterhead sent to the appointee.

Dual Appointments can be made at the time of hire at the discretion of the VPA. The VPA's office will, however, endeavor to consult the relevant academic areas in making such a decision.

### C5.4 Letter of Appointment

In the case of any academic appointment to a term position, the VPA or designate will send the official letter of offer. The letter shall specify conditions of employment including:

1. the salary, rank, and incremental position within the salary range of the rank or, in the case of Administrative and Professional academic appointees without rank, the salary;
2. the department or departments, or other units or groups to which the academic appointee is to be appointed;
3. an outline of duties of the appointment;
4. the class and type of appointment;
5. the length of the term;
6. the effective beginning and termination dates for the appointment;
7. any other terms and conditions of employment pertaining to the appointment; and
8. a copy of these *Policies Pertaining to Academic Employees* at Canadian Mennonite University.

In the case of a tenure-track appointment or an on-going appointment, the President, or designate, sends the official letter of offer on behalf of the Board of Governors to the candidate. This letter of appointment shall specify conditions of employment, including:

1. the salary, rank, and incremental position within the salary range of the rank or, in the case of Administrative and Professional academic appointees without rank, the salary;

2. the department or departments, or other units or groups to which the academic appointee is to be appointed;
3. an outline of duties of the appointment;
4. the class and type of appointment;
5. a statement regarding the lengths of the first and second terms if the appointment is tenure-track, or a statement that the appointment is on-going;
6. the effective beginning and termination dates for the appointment;
7. any other terms and conditions of employment pertaining to the appointment; and
8. a copy of these *Policies Pertaining to Academic Employees* at Canadian Mennonite University.

## C6 Evaluation

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Scope: CMU Faculty  
Status: Approved by the CMU Board of Governors  
Date: June 15, 2003

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The goal of evaluation is to enhance the performance of each faculty member and improve the quality of the total university program. Spiritual, personal and professional qualifications are important for all faculty members. Both administrative and teaching faculty at Canadian Mennonite University are expected to perform their assignments competently and continue their spiritual, personal and professional growth.

### C6.1 Teaching Evaluation

For teaching faculty, competence includes the mastery of an academic discipline, the ability to communicate clearly, attract student interest and contribute to the world of scholarship and service. Teaching competencies might include but are not limited to the following examples: ability to engage students in the learning process; willingness to work within university procedures for evaluating students; creating a classroom climate that is conducive to learning for all students regardless of gender, race, economic status, national origin, religion, or other identifying personal characteristics of students such as physical handicaps. In addition, faculty are asked to show competency in connecting learning and faith within the classroom or other campus activities.

The development, testing, and application of computer-assisted learning techniques and software shall be deemed to be innovative teaching when the techniques or software have been successfully integrated into the teaching of University course offerings and the usefulness of the activity has been acknowledged by informed peers in a manner similar to the peer review of materials submitted for publication.

Teaching performance and effectiveness shall be evaluated on a regular basis. Such evaluation should consider all ways a teacher addresses the responsibility and interacts with students. In addition to interactions in the contexts noted in [Section C4.1.1](#), evaluation of teaching should

consider the extent of innovation, preparation, reflection of current knowledge, level of interest, direction, and encouragement demonstrated by the academic appointee. Participation in teaching development programs, and/or seeking expert help in the improvement of teaching, will be viewed as an indication of commitment to teaching.

Although the evaluation of teaching may not be based solely on evaluations by students, such evaluations are one factor on which the evaluation of teaching shall be based. Student evaluations shall be required for all academic appointees on a regular basis.

Part of such evaluation of teaching may be based upon the general reputation enjoyed by the teacher among informed peers and students. Such reputation shall be evidenced only by signed documentation or formal evaluation processes initiated in the context of [Section C7.1](#) and [C7.2](#). Formal evaluation of teaching (as described in [Section C7.1](#) and [C7.2](#)) will also normally consider materials produced by the teacher, such as syllabi, assignment prompts, samples of teacher feedback (anonymized), and letters from peers or administrators documenting class visits.

#### C6.2 Administrative Evaluation

For administrative faculty, competence includes intelligent and timely decision-making, foresight in planning, an openness to colleagues and students, skills in group processes, a mastery of issues within the area of responsibility, and completion of tasks in a timely manner.

#### C6.3 Annual Reports and Formative Reviews

Each faculty member (teaching and non-teaching) will submit an annual activity report, and will participate in regular reviews. Beyond common institutional interests, each area administrator will determine the plan for his/her unit in consultation with the members of the unit. Regular reviews should best be seen as *formative* in intent. Formative evaluations assist the professor or administrator to guide his/her own professional growth.

A formative evaluation review will be conducted toward the end of the first year of a first term (Tenure-track) term. Faculty members with Tenure will undertake an annual review, based upon the annual activity report and Professional Development goals. Five years following the member's most recent formal review, the individual will participate in a more formal formative review.

#### C6.4 Summative Evaluations

Summative evaluation "sum up" performance and result in a judgment regarding further employment, promotion, etc. The more thorough summative evaluations of faculty will occur in the fall of the final year in a probationary term, or when application is made for promotion or tenure.

While the form of summative evaluation will vary, at a minimum they will include self-evaluation as well as analysis by students, peers, and external referees. Such evaluation will result in a written statement that will be shared with the faculty member being evaluated, who will have opportunity to comment on the evaluation. The written statement and any comments made by the faculty member will be a part of the faculty member's permanent record and available to a promotion or Tenure

Committee, the president or anyone to whom responsibilities have been delegated related to promotions, and to the Board of Governors.

## C7 Procedures for Reappointment, Tenure or On-Going Appointment, and Promotion

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Scope: CMU Faculty

Status: Approved by Senate

Date: December 10, 2003; amended June 21, 2014

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### C7.1 Professorial Ranks

#### C7.1.1 *General Principles*

The Board of Governors approves initial faculty appointments in tenure track positions and appointments with tenure. The Board vests responsibility for selecting and promoting faculty with the President, and the President in turn looks to the VPA and the Deans for leadership in faculty personnel matters. The President, the VPA, and Deans therefore carry special responsibilities in these matters as described below. The President has a more significant decision-making role in appointment, reappointment, and tenure than in academic promotion. Promotion rests more heavily upon peer evaluation (both internal and external).

The Faculty, collectively and through its representatives on the Reappointment, Tenure, and Promotion Committee, has a significant voice in the selection, retention, and promotion of academic personnel, but neither the Faculty nor the Committee make the decision on these matters.

#### C7.1.2 *Composition of the Reappointment, Tenure, and Promotion Committee*

The Reappointment, Tenure, and Promotion Committee gives leadership to the faculty review process and makes recommendations on all applications for reappointment, tenure, and promotion to the President through the VPA. This Committee is chaired by the VPA or his/her designate, and consists of four members of the faculty (who will normally be tenured members) and the relevant Dean or Program Coordinator. The faculty members shall be appointed to the Committee by Senate upon recommendation of the Senate Nominating Committee. The Dean or Program Coordinator shall be appointed by the VPA. The Reappointment, Tenure, and Promotion Committee may invite the participation or input of other CMU or external faculty members as deemed appropriate.

#### C7.1.3 *Role of the Reappointment, Tenure, and Promotion Committee*

The Committee shall:

1. Receive, from the VPA, all requests and suggestions for tenure and promotion. In addition, the VPA shall bring to the Committee all cases of faculty members who are in the last year of their term and are to be considered for reappointment to a second term.



2. Conduct the specific reviews for purposes of reappointment, tenure, and promotion and make recommendations on the basis of such reviews to the President, through the VPA.

#### *C7.1.4 Application Process*

The Reappointment, Tenure, and Promotion Committee shall conduct the review of the faculty member according to the following process:

1. The applicant seeking reappointment or tenure must apply to the VPA by August 15<sup>th</sup> prior to the July in which reappointment or tenure is to take effect. Candidates seeking promotion must apply to the VPA by January 7<sup>th</sup> prior to the July in which promotion is to take effect.
2. The applicant seeking reappointment is to submit a complete copy of the application package that must include the following items:
  - a) Current C.V.
  - b) A letter from the applicant providing evidence in support of the application, including a self-evaluation of the applicant's performance over the period of the appointment in the areas of teaching, research and service to the community. The letter should address the development and impact of the faculty member's work as a teacher and researcher, at CMU and within their field; and identify the faculty member's future goals in these areas.
  - c) Copies of the applicant's publications or other evidence of scholarly or artistic productivity
  - d) The names of four tenured or tenure track CMU faculty members who would be willing to write a 1-2 page assessment of the faculty member's contributions in the areas listed below. The Committee will select two of the names, and request a written assessment. The assessment may be written on the basis of peer consultation within CMU, and where this is the case, persons who were consulted must sign off on the accuracy of the written assessment. The assessment should address the following:
    - i. Teaching
    - ii. Administrative service and involvement within the CMU community
    - iii. Service beyond the CMU community
    - iv. Research and its Dissemination
  - e) The names of four students (current or past), from which the Committee will select two. The students will be asked to submit a 1-2 page written assessment of the faculty member as a teacher, mentor, and role model
  - f) A representative sampling of student course evaluations, including statistical summaries and qualitative comments.
  - g) A representative sampling of teaching materials, which may include syllabi, assignment prompts, samples of teacher feedback (anonymized), and letters from peers or administrators documenting class visits. Candidates for promotion or reappointment are advised to invite a peers or administrators to visit a class they

teach 1-2 times annually, and to request a letter describing and offering feedback on their teaching in this class.

- h) Copies of the Annual Faculty Activity and Self-Assessment Reports submitted to the Dean during the first two years of his or her appointment.
  - i) Copies of the Academic Dean's annual evaluation letter written in response to these documents
  - j) Any other supporting documentation that the candidate deems relevant
3. The applicant seeking tenure must submit a complete application package that includes items as listed in [C7.1.4](#) §2., except that copies of the Annual Faculty Activity and Self-Assessment Reports should cover the past five year (or years available), and the representative sampling of student course evaluations should focus particularly on the last three years.

In addition, the applicant seeking tenure shall also submit a Tenure Paper of approximately 3,000 words in which he/she describes his or her philosophy of education and her/his personal sense of vocation given the particular mission of Canadian Mennonite University. Where the applicant is a faculty member at the MSC Campus he/she will describe his/her philosophy of education and her/his personal sense of vocation given the particular mission of Menno Simons College. (See [Sections C4.3.5](#) Criteria for Appointment with Tenure and [A1.1](#) Faith and Hiring.) The paper, in its consideration of teaching and research, should address the development and impact of the faculty member's work as a teacher and researcher, at CMU and within their field; and identify the faculty member's future goals in these areas.

4. The applicant seeking promotion must submit a complete application package that includes items as listed in [C7.1.4](#) §2., except that copies of the Annual Faculty Activity and Self-Assessment Reports should cover the past five year (or years available), and the representative sampling of student course evaluations should focus particularly on the last three years.

In addition, the applicant must provide names and contact information for two persons external to Canadian Mennonite University. In the case of an applicant from the MSC Campus, the names shall be of persons external to CMU and the University of Winnipeg. Where the applicant seeks promotion to the rank of Full Professor, the names provided are normally of persons holding the rank of Full Professor at another accredited post-secondary academic institution with expertise in the area of the applicant. The Chair of the Committee, in consultation with the applicant, will select the external assessor.

#### *C7.1.5 Review Process (Reappointment and Promotion)*

1. The Reappointment, Tenure, and Promotion Committee shall assess the applications according to the criteria established in [Section C4](#) (Criteria for Appointment, Tenure and Promotion) of the *CMU Personnel Policy Handbook* and make a decision.

2. In the course of its deliberations, the Committee may request that a candidate appear before the Committee. A candidate may also request that she/he be permitted to meet with the Committee.
3. The Chair will then prepare a recommendation with clear justification. If there is significant minority opinion within the committee, it will be reflected in the justification accompanying the recommendation.
4. In cases where there are significant reservations expressed in the Committee, the Chair will inform the candidate of the possibility of a negative recommendation. The Chair will inform him or her of the nature of the reservations, and shall invite him or her to respond to them in writing, or by discussion with the full Committee, or both. In no case will a negative recommendation go forward unless the candidate has been informed as outlined above, and has had a reasonable time to respond.
5. The VPA shall normally submit recommendations concerning Reappointment or Tenure to the President by December 15. Recommendations concerning Promotion shall normally be submitted to the President by May 15.
6. The Vice President Academic shall inform a candidate when a negative recommendation has gone forward from the Committee and shall inform the candidate of the options he or she has available:
  - a) to make representation to the President
  - b) to request the President to remove the case from consideration, or
  - c) let the case proceed as it stands.
7. In the case of recommendations for reappointment, tenure, or promotion of MSC Campus members, the President or designate shall forward the recommendation to the President of the University of Winnipeg, and pursuant to the College's affiliation agreement with the University of Winnipeg, request the U of W President to approve the academic qualifications of the member, and to forward a letter of approval to the CMU President.
8. The President shall review recommendations from the Committee before coming to decision but shall not be bound by the recommendations. If the President rejects the recommendation of the Committee, the President shall inform the VPA and the candidate, and provide reasons for the decision.
9. In the case of tenure, the President, upon consideration of the recommendations of the Committee, will make a decision, which will then be brought to the Board of Governors for ratification. In the case of reappointment and promotion, the President will consider the recommendation of the Committee and make the final decision.

#### *C7.1.6 Review Process (Tenure)*

1. The review process for applicants applying for tenure shall follow the process established in [C7.1.5](#).
2. In addition, the Reappointment, Tenure, and Promotion Committee must be satisfied with the Tenure Paper before recommending the granting of tenure. Should the Committee not be satisfied with a tenure paper, the candidate will be invited to revise and resubmit the paper. In this case, the resubmitted paper will stand as the Candidate's tenure paper and the Committee will proceed with its assessment of the Candidate.
3. The President may request the opportunity to interview candidates for tenure at any point in the process.
4. If the decision is to deny tenure, the President may offer the candidate a terminal contract up to one year in duration.

### *C7.2 Teaching Professor Ranks*

#### *C7.2.1 General Principles*

For term appointments, the VPA, in consultation with the campus-specific Curriculum Committee, recommends to the president the opening of a term position at either the rank of Teaching Lecturer or Teaching Assistant Professor. For ongoing appointments, an open position must be approved at the Senate, the President's Council, and the CMU Board.

#### *C7.2.2 Procedure for Re-appointment*

The VPA establishes a committee of three, including a Dean as chair. The committee assesses the Teaching Professor's performance according to the criteria outlined in [Section C4.4](#). The Teaching Professor under review will provide a self-evaluation covering the period of the initial term of appointment. The Teaching Professor will also provide the names of four students (current and past), from whom the committee will select two, who will be asked to write a 1-2 page assessment of the Teaching Professor as teacher, mentor, and role model. Alongside these documents, the committee will take into consideration a representative sampling of student course evaluations, copies of the Annual Faculty Activity and Self-Assessment Reports, and the Dean's annual evaluation letters. The committee will make its recommendation regarding reappointment to the VPA, who will make the final decision. The VPA (or designate) writes the letter of appointment.

#### *C7.2.3 Procedure for Appointment to an On-Going position or for Promotion to Teaching Associate Professor*

1. **Committee Composition and Role**  
The committee will have the same composition and role as articulated in [Sections C7.1.2](#) and [C7.1.3](#) for the Reappointment, Tenure, and Promotion Committee dealing with applications pertaining to professorial ranks.

2. Application Process

An applicant seeking an on-going appointment must apply to the VPA by August 15<sup>th</sup> prior to the July in which the new status is to take effect. An applicant seeking promotion must apply to the VPA by January 7<sup>th</sup> prior to the July in which the promotion is to take effect.

The applicant will submit a complete copy of the application package, including the following items:

- a) Current C.V.
- b) A letter from the applicant providing evidence in support of the application, including a self-evaluation of the applicant's performance over the period of the appointment in the areas of teaching, research and service to the community. The letter should address the development and impact of the faculty member's work as a teacher and researcher, at CMU and within their field; and identify the faculty member's future goals in these areas.
- c) The names of four tenured or tenure track CMU faculty members who would be willing to write a 1-2 page assessment of the faculty member's contributions in the areas listed below. The Committee will select two of the names, and request a written assessment. The assessment may be written on the basis of peer consultation within CMU, and where this is the case, persons who were consulted must sign off on the accuracy of the written assessment. The assessment should address the following:
  - i. Teaching
  - ii. Contribution to the development of the University through accepting and discharging service (as defined by [C4.1.2](#)).
- d) The names of four students (current or past), from which the Committee will select two. The students will be asked to submit a 1-2 page written assessment of the faculty member as a teacher, mentor, and role model
- e) The names and contact information for two persons external to Canadian Mennonite University, and in the case of an applicant from the MSC Campus, the names shall be of persons external to CMU and the University of Winnipeg.
- f) Copies of the Annual Faculty Activity and Self-Assessment Reports submitted to the Dean during the first two years of his or her appointment.
- g) Copies of the Academic Dean's annual evaluation letter written in response to these documents.
- h) A representative sampling of teaching materials, which may include syllabi, assignment prompts, samples of teacher feedback (anonymized), and letters from peers or administrators documenting class visits. Candidates for promotion or reappointment are advised to invite a peers or administrators to visit a class they teach 1-2 times annually, and to request a letter describing and offering feedback on their teaching in this class. The committee will receive from the VPA's files a representative sampling of student course evaluations, focusing particularly on the last three years of the Teaching Professor's teaching.
- i) Any other supporting documentation that the candidate deems relevant.

- j) In cases where the application is for an on-going appointment, the applicant will submit a paper of approximately 3,000 words in which he/she describes his or her philosophy of education and her/his personal sense of vocation given the particular mission of Canadian Mennonite University. Where the applicant is a faculty member at the MSC Campus he/she will describe his/her philosophy of education and her/his personal sense of vocation given the particular mission of Menno Simons College. (See [Sections C4.3.5](#) Criteria for Appointment with Tenure and [A1.1](#) Faith and Hiring.) The paper, in its consideration of teaching and research, should address the development and impact of the faculty member's work as a teacher and researcher, at CMU and within their field; and identify the faculty member's future goals in these areas.

The committee will receive from the VPA's files a representative sampling of student course evaluations, focusing particularly on the last three years of the Teaching Professor's teaching.

### 3. Review Process

The Reappointment, Tenure, and Promotion Committee shall assess the applications according to the criteria established in [Section C4](#) (Criteria for Appointment, Tenure and Promotion) of the *CMU Personnel Policy Handbook* and make a decision.

In the course of its deliberations, the Committee may request that a candidate appear before the Committee. A candidate may also request that she/he be permitted to meet with the Committee.

The Chair will then prepare a recommendation with clear justification. If there is significant minority opinion within the committee, it will be reflected in the justification accompanying the recommendation.

In cases where there are significant reservations expressed in the Committee, the Chair will inform the candidate of the possibility of a negative recommendation. The Chair will inform him or her of the nature of the reservations, and shall invite him or her to respond to them in writing, or by discussion with the full Committee, or both. In no case will a negative recommendation go forward unless the candidate has been informed as outlined above, and has had a reasonable time to respond.

The VPA shall normally submit recommendations concerning On-Going Appointment to the President by December 15. Recommendations concerning Promotion shall normally be submitted to the President by May 15.

The Vice President Academic shall inform a candidate when a negative recommendation has gone forward from the Committee and shall inform the candidate of the options he or she has available:

- a) to make representation to the President
- b) to request the President to remove the case from consideration, or
- c) let the case proceed as it stands.

In a case where the Teaching Professor served at the MSC Campus members, the President or designate shall forward the recommendation to the President of the University of Winnipeg, and pursuant to the College's affiliation agreement with the University of Winnipeg, request the U of W President to approve the academic qualifications of the member, and to forward a letter of approval to the CMU President.

The President shall review recommendations from the Committee before coming to decision but shall not be bound by the recommendations. If the President rejects the recommendation of the Committee, the President shall inform the VPA and the candidate, and provide reasons for the decision.

In the case of an on-going appointment, the President, upon consideration of the recommendations of the Committee, will make a decision, which will then be brought to the Board of Governors for ratification. In the case of promotion, the President will consider the recommendation of the Committee and make the final decision.

## C8 Academic Freedom

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Scope: CMU Faculty

Status: Approved by the CMU Board of Governors

Date: June 14, 2003

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Canadian Mennonite University's understanding of academic freedom is shaped by its identity as an institution rooted in Anabaptist-Mennonite beliefs, and is linked to its mission as expressed in the CMU Mission Statement.

### C8.1 Principles

Members of the CMU academic community believe that human knowledge is finite and partial, and that knowledge is produced, evaluated, stored and transmitted within particular societal contexts. Our society is composed of many overlapping communities and institutions whose good is served by an active pursuit of knowledge from within diverse worldviews.

Canadian Mennonite University functions within and for several communities and relates to other institutions, both formally and informally. The University has relationships with its sponsoring bodies, the Province of Manitoba, the post-secondary academic community, churches and other Christian institutions, and society at several levels. The academic faculty of Canadian Mennonite University are members of faith communities, members of learned and professional organizations, citizens, and members of global society. Its students are also citizens and members of global society; they may or may not be members of faith communities. This web of relationships gives rise to institutional and individual accountability.

Canadian Mennonite University as an institution, its individual academic faculty and its students all have the right to academic freedom, which comes with attendant responsibilities, and they all have the duty to exercise this right. The members of the CMU academic community recognize that in the

exercise of their academic freedom, a balance between rights and responsibilities may occasionally be difficult to achieve.

The academic freedom of Canadian Mennonite University as an institution consists of the right to nurture a community of scholars who delight in knowledge, and who desire to and are able to seek truth within the context of an Anabaptist-Mennonite worldview without infringement by political and church authorities, donors to the institution, or any others. Canadian Mennonite University has the responsibility to foster and protect the academic freedom of its members and to use its institutional position and resources in ways that are consistent with its mission and that are intended to promote the good of the various communities and organizations to which it is accountable.

For academic faculty, academic freedom consists of the right to discuss and criticize, to carry out research and publish the results of that research, subject to commonly accepted scholarly standards, but free from infringement by political or church authorities, administrators, by donors to the institution, or by other academic faculty. Academic faculty have the right to speak prophetically to the church and to society at large about matters within their purview, including Christian and specifically Anabaptist-Mennonite beliefs and practices. Having freely chosen to work at and participate in the mission of Canadian Mennonite University, academic faculty have a responsibility to exercise their academic gifts and use their academic positions in ways that are intended to promote the good of the communities and organizations to which they belong, and to which Canadian Mennonite University is accountable. The academic freedom of faculty members is subject to the responsibilities described above and to the guidelines given below.

For students of Canadian Mennonite University, academic freedom consists of the right to make reasoned, critical comment on the academic matters and beliefs they encounter at the University without fear of penalty from academic faculty, interference from other students, or infringement by individuals or groups outside the University. As students are building their capacity to be full, contributing members of various communities and organizations, they have a responsibility to develop and use their academic gifts in ways that will promote the good of the communities and organizations to which they belong or aspire to belong.

Canadian Mennonite University as an institution, and its academic faculty and students all exercise their academic freedom within the context of federal and provincial legislation. The nature and extent of the freedoms of speech and association, among others, enjoyed by academic faculty and students are set out in this legislation.

## C8.2 Additional Guidelines

Academic faculty and students at Canadian Mennonite University have a duty to write, speak and conduct themselves in a way that shows respect for the dignity of others, whether inside or outside the academic community. Academic freedom provides the opportunity and duty to pursue knowledge with vigour; it does not imply the freedom to engage in behaviour, speech or writing that is hateful, uncivil or unprofessional.



Academic faculty should not state or imply that they speak on behalf of Canadian Mennonite University or any of its units, unless authorized to do so by the Board or Administration of the University.

## C9 Guidelines for Extra-University Activities

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Scope: CMU Faculty

Status: Approved by the CMU Board of Governors

Date: June 14, 2003

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### C9.1 Purpose

The purpose of this section is to assist members of faculty and the administration in understanding what may or may not be appropriate, with reference primarily to remunerated extra-university activity, and to provide guidelines for faculty, as to when they should consult with their coordinator, dean, or the VPA and for administrators, as to when they might wish to discuss the matter with a faculty member.

### C9.2 Definition

Extra-University activities involve consulting, research, performance, or teaching for which extra payment may be received or on which considerable time is expended. Extra-University activities do not include externally-funded activities sanctioned by the University.

### C9.3 Benefits

Paid extra-university activity may be desirable, especially if this activity contributes in an essential way to the intellectual development of the faculty member and/or students. If so, it can play an important role in the academic life of the University. The following are some potential benefits:

1. Contribution to the professional development of a faculty member through the acquisition of new skills and techniques.
2. Aid in the discovery of research and thesis questions.
3. Provision of additional opportunities for the faculty member to apply knowledge to practical problems.
4. Promotion of interaction between the University and the non-University world to the benefit of both.
5. Facilitation of placement of students in temporary or permanent employment.
6. Enhancement of the faculty member's teaching, as a source of practical insight and experience.
7. Contribution to the reputation and profile of the university.

### C9.4 Guidelines

In order that a faculty member may properly fulfill responsibilities to the University, in the areas of teaching, research and administration and community service, activities beyond normal commitments should not be excessive. Extra-university activities may produce consequences that are not to be measured merely in terms of hours expended. The distraction of non-university

occupations, the expenditure of emotional energies, the obligations contingent on accepting external fees and salaries, may all interfere with the proper discharge of the faculty member's primary University duties. Beyond the individual's responsibility for judging when this is happening and altering arrangements accordingly, there is an administrative responsibility for making such judgment. In order to assist both the faculty member and administrators, the following guidelines are offered:

1. The overriding consideration in determining whether a given activity is proper is whether it impinges on the performance of those duties, which are the prime responsibilities of the faculty member.
2. Conflict of interest guidelines should be consulted for further clarification if there are any concerns in this regard.
3. Where use of university resources is involved, permission must be sought from the appropriate University authority. Where permission is granted, overhead charges will be assessed by the University, where such charges are appropriate.
4. The time spent by faculty members in paid extra-university activity generally should not exceed either their research activity or their administrative service activity.
5. Similar issues may arise with reference to unpaid extra-university activities. If questions arise, faculty or administrators should consult these guidelines.

## C10 Leaves

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Scope: CMU Faculty  
 Status: Approved by CMU Board of Governors  
 Date: March 8, 2003; amended June 21, 2014

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### C10.1 Terminology

*Sabbatical leaves.* A sabbatical leave is a leave with reduced salary that is granted for purposes of renewal and scholarly advancement. A sabbatical leave may focus either on research and/or study or it may be a service leave.

*Leave of absence without salary.* Any leave of absence which CMU grants without salary. This may be a leave for the purpose of study and research or service or other employment.

### C10.2 Sabbatical leaves

CMU recognizes the importance of faculty members having the opportunity to revitalize their teaching by periodic relief from regular duties. A sabbatical leave is one way in which this can be accomplished. Such leaves must benefit the individual as well as the University. The following conditions apply:

1. All academic faculty members with tenure<sup>1</sup> are eligible to apply for a sabbatical leave. Based upon the merits of the application, and the teaching needs of the university, the application may or may not be approved. Sabbatical leaves are not an entitlement.

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<sup>1</sup> Under exceptional circumstances, a sabbatical may be granted to a member without tenure, where it is in the best interests of the member and the institution to do so.

2. Faculty members may request a full sabbatical (normally from July 1 to June 30) after six (6) years of employment, or a half sabbatical (normally beginning either July 1 or January 1) after three (3) years of employment.
3. The faculty member shall receive remuneration at the rate of 80% of their regular salary if the sabbatical is taken after seven (7) or more years of employment, (or after three-and-a-half (3.5) years in the case of a half sabbatical), or 70% of salary if the sabbatical is taken after six (6) years of employment (or after three (3) years in the case of a half sabbatical).
4. Faculty members who are employed less than full time shall be eligible to apply for leave on a pro-rated basis.
5. Because the purpose of sabbatical leaves is for renewal and scholarly advancement on a regular basis, sabbatical leave time cannot normally be accumulated beyond the customary cycle. Exceptions can be made by special arrangement, requiring the approval of the VPA and the President.
6. Following a sabbatical leave, the faculty member is obligated to serve the college for a period of time equal to the length of the sabbatical. If the faculty member leaves the employ of the University prior to the completion of this obligation, he/she will normally be expected to repay the proportionate amount of the sabbatical benefits received.
7. The written application for a sabbatical leave should outline the following:
  - a) The object and nature of the leave (its purpose);
  - b) The rationale for the leave;
  - c) The anticipated contribution the leave will make to the University and to the professional growth of the applicant;
  - d) A statement indicating the extent to which arrangements have been made in anticipation of the planned leave.
8. The acceptance of funds for services rendered during a study leave must be reported to the VPA, and when such payments together with the leave stipend exceed the member's salary for that year, the sabbatical remuneration (as defined in #c) above, may be reduced accordingly. A faculty member's Professional Allowance will not be included in such calculations.
9. A member shall be entitled to declare the portion of the salary deemed necessary as a research grant while on a study leave. The tax status of the expenditures under the research grant is a matter to be settled between the member and Canada Customs and Revenue Agency.
10. Upon completion of the sabbatical leave the faculty member shall submit a written report to the President and VPA, copied to the faculty member's dean, stating how the objectives and goals as stated under f) above have been met.
11. The time during which a member is on sabbatical leave will be counted as adding to the years of service at the University in regard to increment shifts in salary.

### C10.3 Procedures for Sabbatical Leaves

In order to facilitate orderly planning for faculty development and program delivery the procedure for applying for sabbatical leaves has two stages: a preliminary application and a final application.

### *C10.3.1 Preliminary Application*

Normally preliminary application for a sabbatical leave should be made to the VPA at least eighteen (18) months prior to the beginning of the academic year in which the sabbatical is requested (hereafter called “sabbatical year”). This applies both to full year sabbaticals and half-year sabbaticals. In unusual cases this preliminary request may be made up to six (6) months prior to the sabbatical year. In such cases the preliminary application and the final application become one and the same. The purpose of the preliminary application is to ensure that appropriate administrative arrangements can be made regarding finances and curriculum. In addition there will be a preliminary assessment of the integrity of the proposal, and, if relevant, the performance of the faculty member in previous sabbatical leaves.

Faculty members should include with their preliminary application a general description of the anticipated activity during the proposed leave. It should include proposed dates and a brief description of the rationale for the leave. It need be no longer than 250 words.

The VPA, in consultation with the relevant dean and/or the department head, will work with the Dean’s Council, for preliminary processing to establish:

- whether satisfactory financial arrangements can be made for the proposed year;
- whether the curriculum can be adjusted to accommodate the absence of the faculty member for the specified period of time, or whether a sabbatical replacement will need to be hired.

In the case of too many applications for a given year, the process shall include meeting with the applicants before a report is made. This is an effort to ensure a fair arrangement for all applicants.

The VPA will then bring to the President a comprehensive report on: all applications received; and financial and curriculum implications involved in the granting of such applications.

### *C10.3.2 Final Application*

In September prior to the sabbatical year a final application will be submitted to the relevant dean with a copy to the VPA who will process the application with the Deans Council. The application shall provide a detailed description of the proposed leave, following the guidelines of the Board’s sabbatical policy. (See 10.2(f) above.)

The VPA will make final recommendation to the President.

1. The President grants final approval of the sabbatical leave.
2. The faculty member shall submit a written report to the relevant dean copied to the VPA no later than three (3) months after the end of the sabbatical leave following the guidelines of the Board’s sabbatical policy.

#### C10.4 Leave of Absence without Salary:

Such leaves may be granted to faculty members for purposes of travel, professional activities, church ministries, or other special activities according to the following conditions:

1. A written application for a leave of absence without salary should be submitted to the President and Dean of the University before January 15<sup>th</sup>, 18 to 24 months prior to the beginning of the leave. This will allow internal processing by June 1<sup>st</sup> in the year prior to the commencement of the leave. In this way final decisions will be made twelve (12) to eighteen (18) months prior to the commencement of the leave.
2. Applications should identify the purpose and rationale for the leave. Where appropriate, depending on the nature of the leave, the following aspects should be included:
  - a) the anticipated contribution the leave will make to the professional growth of the applicant;
  - b) the anticipated contribution the leave will make to the university program and/or its community of support; and
  - c) a statement indicating the extent to which arrangements, contacts have been made in anticipation of the planned leave.
3. The period of leave shall not exceed two (2) years, although an extension may be granted.
4. The President shall approve a leave of absence upon the recommendation of the Dean of the University.
5. A faculty member on leave of absence without salary may participate at his/ her expense in employee benefit plans unless prohibited from doing so by the plan(s).
6. Vacation entitlement does not accrue while on leave.
7. Following a leave of absence without a salary, a faculty member upon return to the University shall receive the salary due to the faculty member at the time of the leave plus all across-the-board scale increases received by faculty members with the same rank during the period of leave.
8. The time during which a member is away on leave without salary will not be counted as adding to the years of service at the University in regard to increment shifts in salary.

### C11 Professional Development

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Scope: CMU Faculty

Status: Approved by CMU Board of Governors

Date: March 8, 2003; updated August 2017

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#### C11.1 Goals

1. Professional development is necessary to stay abreast of developments in one's academic field, and to optimally fulfill duties of teaching and research.
2. Professional Development related to teaching, research, and writing is vital for promotion, as specified elsewhere.
3. Such professional activity on the part of the faculty enhances the reputation and legitimacy of the University as an institution of higher learning.

4. The availability of professional development funds improves the attractiveness of academic positions, especially where salaries are lower than at other institutions, and where the location of the University is a relatively isolated one.

#### C11.2 Annual Allowance

Regular faculty members shall receive an annual Professional Development Allowance that can be used for books, journal subscriptions, research equipment, expenses related to participating in relevant conferences, memberships in professional associations, publication expenses, etc.

In compliance with federal income tax regulations, any portion of the Professional Development Allowance used to purchase books and other tangible goods will be deemed to be a taxable benefit.

For full-time faculty members in Tenure-track appointments, the amount of the annual Professional Development Allowance will increase annually by a small percentage as outlined in the CMU Faculty Professional Development Allowance schedule included in the Policy Library. An additional \$500 may be provided toward expenses if the faculty member makes an invited or reviewed research presentation at a conference or has a comparable article accepted for publication. Members with fractional-load, part-time, or Limited Term appointments may also have access to some professional funds, as specified in their contracts or terms of appointment.

Unused portions of the Professional Development Allowance may be carried forward provided that the balance in the individual's PD account does not exceed three times the basic full-time annual allowance (effective July 1, 2017).

#### C11.3 Research, Travel and Writing Grants

Grants to support CMU faculty to engage in academic research and travel that furthers the member's research objectives and supports the university's vision and mission. Proposals are reviewed by the Research Committee of Senate, which will establish grant limits and criteria.

### C12 Faculty Retirement Plan

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Status: CMU Academic Staff

Scope: Approved by the CMU Board of Governors

Date: June 14, 2003, revised March 11, 2005

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#### **Objective**

To clarify and regulate the orderly movement of full-time, long-term CMU faculty members from regular employment to retirement.

#### **Comments**

In the CMU Pension Plan the "normal retirement age" is set at 65. Plan members may draw pension if they retire any time after the age of 55. Individuals who retire cannot draw pension and also make additional contributions to the pension plan.

Under Manitoba legislation there is no mandatory retirement age. This memorandum of understanding is developed to aid institutional planning.

### **Assumptions**

1. That this policy is of mutual benefit to both the CMU Board and Faculty.
2. This policy applies to tenured faculty members.
3. CMU faculty members surrender their right to full-time teaching at age 65 in exchange for this retirement policy.
4. That faculty members have contributed regularly to the Pension Plan during their employment at CMU.

*Faculty members who have reached the age of 65 by June 30 of a given year may choose either full retirement or reduced employment.*

#### C12.1 Full Retirement at Age 65

Faculty members may choose to cease full-time employment and move into full retirement. Since it may be of benefit for both the retiring person and CMU to continue the relationship, CMU offers the following provisions after retirement:

1. The retiring member is entitled to office space if space is available (shared if necessary).
2. E-mail accounts
3. Faculty library privileges

#### C12.2 Reduced Employment at Age 65

Faculty members may choose a 1/3 workload defined with benefits and conditions as follows:

1. Teaching 6 hours (two semester courses) annually.
2. Assuming 1/3 of the non-teaching duties of full-time faculty members, including committee responsibilities, etc.
3. Salary will be pro-rated (1/3 of full salary).
4. Although there will be no remunerated employment beyond 1/3 time, a retired faculty member may work on a voluntary service basis beyond 1/3 time. This would be negotiated annually.
5. The member has the option to begin collecting from the CMU Pension Plan. However, if the member wished to continue pension contributions, CMU will pay premiums on a pro-rated basis.
6. Group Insurance Benefits will be available to the extent permitted under the group insurance plan. The employer contribution to the plan will be prorated (1/3 of the amount contributed to a full-time employee).
7. Regular institutional support services will be provided, office space on the basis of available space (shared if necessary), computer access, secretarial support, and e-mail accounts.
8. The faculty member gives up the right to teach primary courses in his/her area of teaching.
9. Part-time employment can be extended to a maximum of 5 years. After that the privileges associated with full retirement apply.

*Early retirement: Faculty members between the ages of 55-65 who choose “early retirement” will also be governed by the above policy.*

## C13 Dismissal

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Scope: CMU Faculty  
Status: Approved by the CMU Board of Governors  
Date: June 18, 2005

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### C13.1 Dismissal for Cause

*Dismissal for cause* refers to the termination of an appointment by the University without consent of the academic appointee, that is, at any time other than at the end of a stated contractual period.

No academic appointee shall be dismissed for cause unless good and sufficient reason is shown. Good and sufficient reason includes gross misconduct, incompetence, or persistent neglect of an academic appointee's duties.

Since academic freedom, as both a right and a responsibility, is essential to scholarly research and teaching, the *bona fide* exercise of academic freedom, as defined in [Section C8](#) cannot constitute good and sufficient reason. It follows that:

1. a decision not to renew a contract by reason of a contractual term does not constitute dismissal for cause;
2. a decision not to grant an appointment *With Tenure* at the end of a First or Second Term does not constitute dismissal for cause;
3. the termination by the University of a First or Second Term Appointment or a Limited Term Appointment during the course of its term does constitute dismissal for cause;
4. the termination by the University of an Appointment with Tenure at any time does constitute dismissal for cause except when dismissal is for reasons of financial exigency or redundancy;
5. dismissal for reasons of financial exigency under the procedures in [Section 13.3](#) does not constitute dismissal for cause; and
6. dismissal for reasons of redundancy under the procedures incorporated by [Section 13.2](#) does not constitute dismissal for cause.

### C13.2 Academic Redundancy

#### C13.2.1 Guiding Principles

Canadian Mennonite University affirms that we:

1. recognize the importance of tenure as a protection of academic freedom and the long-term commitment made by faculty members to an academic career;
2. acknowledge the importance of long range academic planning;
3. recognize that to serve the goals of the University as a learning environment for staff and students, the University must maintain the flexibility to add to, delete from and change its academic programs and approaches to learning;
4. recognize that changes in academic programs are normally achieved through processes which do not adversely affect the employment status of faculty members; and



5. commit to the principles of openness, fairness and accountability in decisions or actions taken under this article.

#### *C13.2.2 Definition*

*Academic redundancy* refers to a situation in which the faculty resources of the University exceed the programmatic teaching requirements of the University. Such a situation may exist as a result of:

1. Elimination or reorganization of a program of study, most typically as a result of a program changing circumstances or priorities as identified through long-range planning or a program review;
2. A significant reduction in enrollments in a program for at least three years, with reasonable projections indicating that a low level of enrollment will likely continue; or
3. Failure for a new program to enroll the number of students projected over a period of at least three years, with reasonable projections indicating that the original enrollment estimates are not likely to be achieved in the near future.

Academic Redundancy may be declared by the CMU Board, upon recommendation of the President. In the case of the elimination or reorganization of a program of study, the President shall make such recommendation only upon the recommendation of Senate.

If Academic Redundancy is declared, alternatives to lay-offs shall be considered, including the possibility of transfer to another Department/Unit for which the member is academically qualified; transfer to an administrative vacancy in the University for which the individual is or can reasonably become qualified (unless such position is generally considered to be an academic position, faculty status would not be retained), and any other alternatives that may be implemented with mutual consent of the parties.

#### *C13.2.3 Determining Layoffs*

In cases where one or more positions could be terminated or reduced, a Special Committee comprised of the VPA, the relevant Dean or Program Coordinator, two members appointed by the Senate, and up to two (2) persons appointed by the President will be established to present a recommendation to the President.

Where the termination or reduction of one or more positions is required, the decision as to which position(s) will be affected will be based on specific qualifications for the teaching needs of the University. All other factors being equal, preference will be given to retaining individuals with greater length of tenured service to the University. Thus there is an ordered priority given to tenured appointments, tenure-track appointments, and fixed term appointments.

Written notice shall specify the cause of the termination or reduction, provide a summary description of the facts relied upon by the University in specifying the cause and the

procedures used to make the determination, and a reference to the member's right to process a grievance in accordance with [Section A3.3](#).

#### *C13.2.4 Alternative Positions*

Faculty members whose employment is terminated or reduced will be eligible to transfer to any other vacant position in the University for which he or she is qualified. A member's qualification for the vacant position shall be determined by the VPA or Director responsible for the vacant position in consultation with the President, based upon the job description for the position. A faculty member who exercised the rights accorded under this paragraph and who is determined by the President to be qualified will have pre-emptive right to the position over any other applicant except another faculty member exercising the rights accorded under this paragraph who is also qualified and has greater length of service with the University.

The terms of layoff will include at least twelve (12) months notice or salary in lieu of such notice for academic staff on probationary or tenured appointment, and at least four (4) months notice or salary in lieu of such notice for persons on limited term appointments. Other terms of dismissal may refer to matters such as retraining opportunities, fringe benefits during layoffs, access to research facilities, etc. In no case shall severance payments extend beyond the expiry of a limited term appointment, or the individual's retirement date.

#### *C13.2.5 Recall*

Tenured faculty members who are terminated due to a academic redundancy shall be retained on a recall list for two (2) years from the date of last employment with the University.

Individuals on the recall list shall be given the right of first refusal for any faculty position at the University that is opened for hiring by the University for which the individual is qualified to perform the duties of the position as determined by the VPA, after comparing the position description and the c.v. of the individual.

If more than one individual on the recall list is qualified for a position, a Search Committee/Personnel Committee will determine the best-qualified individual. If the offer is declined, the position shall be offered to the next best qualified individual in descending order until the position is accepted or all qualified individuals have been offered the position, whichever occurs first. If two or more individuals are equally qualified, the position shall be offered first to the individual with greater length of tenured service to the University.

Offers to individuals on the recall shall be presented in writing, and mailed to the last known address of the individual. The offer must be accepted in writing no later than twenty (20) business days after the mailing of the offer.

Any individual who is reemployed under this provision shall be restored to the rank, contract status, and salary increments held at the time of termination.

### C13.3 Dismissal for Reasons of Financial Exigency

The University has a duty to ensure that academic priorities remain paramount, particularly in regard to the quality of instruction and research. The Board will ensure the primacy of the University's educational functions by approving cuts in academic programs or resultant cuts of CMU Board appointments only after, or in conjunction with, all practicable cuts in all other budgetary areas of the University.

If, in the course of the normal budget procedures, it becomes apparent to the President that there is a major financial problem that cannot be accommodated by reductions in expenditures within budget units that may require dismissal of academic staff, the President will so inform the Senate and the CMU Board of Governors.

If the Board declares a state of financial exigency, the President shall develop a retrenchment plan ("Plan"), which shall set forth in a preliminary way, the number of positions to be reduced on a university-wide basis, the rationale for the reductions, other efforts made, or to be made to reduce the need for personnel reductions, and a time schedule for development of a final plan.

The Plan shall first be submitted to a Special Planning Committee, comprised of the VPA, the relevant Dean or Program Coordinator, two members appointed by Senate, and up to two (2) persons appointed by the President. The Special Planning Committee shall review the Plan in concert with the strategic planning documents of the University and may recommend to the President the allocation of reductions among program units of the University. The Committee may also recommend alternative reduction means. All allocations and recommendations of the Committee shall be supported by a rationale founded, to the extent feasible, in the planning assumptions and strategic plans of the University. The Committee shall report its recommendations to the President, with copies to the Administrative Team and Senate. The Administrative Team and Senate shall review the recommendations and provide comments in accordance with the time schedule established by the President. The President shall thereafter finalize the Plan and submit it to the CMU Board, along with the recommendations from the other review levels.

If dismissals are judged to be necessary, specific dismissals will be determined by the VPA on the advice of the applicable Special Planning Committee. This committee and the VPA will be guided in their deliberations by the strategic needs of the university and by same criteria of quality as in promotions. Seniority will be considered, other factors being equal.

The VPA's' recommendations shall be forwarded to the President for referral to the CMU Board of Governors.

Any individual may appeal a recommendation of the VPA, utilizing a parallel procedure to that used for promotions as per [Section A3.3](#).

The terms of dismissal for reasons of financial exigency shall be determined by the CMU Board upon the advice of the President. Normally the terms will include at least twelve (12) months notice or salary in lieu of such notice for academic staff on probationary or tenured appointment, and at least four (4) months notice or salary in lieu of such notice for persons on limited term appointments. Other terms of dismissal may refer to matters such as retraining opportunities, fringe benefits during layoffs, access to research facilities, etc. In no case shall severance payments extend beyond the expiry of a limited term appointment, or the individual's retirement date.

In the event that a position becomes available through retirement, resignation, death, or the cessation of the state of financial exigency, individuals who held tenured appointments, and who were dismissed due to financial exigency, shall be informed of the vacancy in writing. If they choose to apply for such a position, they shall have the right of first refusal for positions for which they are qualified or for which they can be reasonably retrained. The order of recall within each budget unit shall be opposite the order of dismissal. Prior consideration shall be given for a period of two (2) years.