

Final Version
November 2, 2014

Department Policy Statement

Department of Chemical and Paper Engineering

College of Engineering and Applied Sciences

Western Michigan University

This Policy Statement is written to be consistent with the 2014-2017 WMU-AAUP Agreement; however, if any conflicts shall arise between this document and the Agreement, the WMU-AAUP Agreement shall prevail.

It is the right, the responsibility, and the privilege of University faculty to participate in the governance of their departments. Fundamentally, what is desirable and intended by the Department Policy Statement is to ensure meaningful participation by department faculty and procedural regularity within departments. It is understood that the ultimate power of decision-making resides with the administration. This Policy Statement is one means by which the Unit Faculty of this department makes recommendations to Western.

Approved by a vote of the unit faculty on November 6, 2014.

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I. ADMINISTRATION OF THE DEPARTMENT

The Chair of the Department of Chemical and Paper Engineering has the administrative responsibility for the department. The Department Chair is the department's presiding officer and official University representative. The Department Chair may designate a Unit Faculty member to substitute for the Department Chair at Department and University meetings and functions when necessary. During times of the Department Chair's extended absence, a Unit Faculty member may be designated as the interim Department Chair.

A. Academic Areas

The Department of Chemical and Paper Engineering shall have two academic areas to be known as the Chemical Engineering Area and the Paper and Printing Area. The Chemical Engineering Area shall be responsible for the undergraduate majors of chemical engineering and its minors; the MS in Engineering (Chemical) degree program; and the department's participation in the college-wide interdisciplinary PhD in Engineering and Applied Sciences degree program (Engineering track). The Paper and Printing Area shall be responsible for the undergraduate majors of Paper Engineering and its minors; majors in Graphic and Printing Science and its minors; the MS in Paper and Printing Science degree program; the MS in Paper and Printing Science (Accelerated) degree program; the PhD in Paper and Printing Science degree program; and the department's participation in the college-wide interdisciplinary PhD in Engineering and Applied Sciences degree program (Applied Sciences track).

Recommendations on modifications in the number of academic areas, in the division of majors, minors, or degree programs between academic areas, or in the names of academic areas, may be made by two-thirds majority vote of the department's tenure track/tenured faculty.

For purposes of committee representation and voting, faculty shall be members of either the Chemical Engineering Area or the Paper and Printing Area. The Department Chair will use teaching assignments and faculty input to determine the membership for each of the academic areas. Some Faculty may be assigned, but may decline to be assigned or request to be assigned in both areas. The list of academic area members shall be established by the Department Chair and published annually, during the first week of the fall semester.

References to the phrase "Unit Faculty" or "faculty" in this document refer to faculty members holding tenured or tenure-track positions and term positions appointed by the WMU Board of Trustees, excluding the Department Chair and adjunct or part-time faculty. Only Unit Faculty have the right to vote in Department-related affairs.

Nothing in the structure of the academic areas shall be interpreted as restricting faculty from meeting together or forming informal working groups.

B. Functions of the Academic Areas

Academic areas have the right and responsibility to make recommendations regarding:

1. curriculum changes and development
2. course scheduling
3. faculty teaching assignments
4. student concerns as they relate to area interests (e.g., faculty evaluation, advising, career planning, course content, co-curricular activities, scholarships and internships)
5. appointment, reappointment, tenure and promotion (as they relate to area faculty members)
6. area research projects and/or workshops
7. budgetary concerns, lab space, class caps, and equipment needs; and
8. initiating and maintaining relationships with other departments and schools, colleges and universities, professional associations, industry groups and professionals on area interests or concerns.

C. Elections Officer

Each academic area will elect an Elections Officer from amongst its tenure track/tenured faculty to serve for a two-year period. The Elections Officer will conduct all academic area elections, making decisions on formal recommendations, be in charge of all written balloting during academic area faculty meetings, maintain and update an accurate record of all elected and appointed positions held by faculty within the academic area, and determine when vacancies need to be filled and conduct elections as needed.

Unless otherwise noted in the description of the committee duties, voting membership on a committee shall consist of three members elected by and from the faculty in that academic area. The members shall each serve for a three-year rotating term. A member may run for re-election after the end of term. Each committee shall elect one of its members as chair for the academic year at the first meeting of the committee each fall semester.

Elections to fill expired terms for each academic area will be conducted by the Elections Officer in the first three weeks of the fall semester. Special elections may be held at any time to fill unexpected vacancies. Unless specified elsewhere in this document, the standard procedure for an election is for the Elections Officer to make a call for nominations to all academic area tenure track/tenured faculty, allowing at least three working days for responses, then send out a ballot listing those who accepted nominations, allowing another three working days for responses. The candidate receiving the most votes will be considered elected with a run-off vote in case of a tie. Elected faculty members will take office immediately following the announcement of the voting results.

With the exception of written balloting during academic area faculty meetings, elections will be conducted whenever possible using Survey Monkey or other comparable on-line survey program.

In the event of a department-wide vote, the Elections Officer from each academic area will cooperate to facilitate a department-wide vote. The Elections Officers will be responsible for mutually tallying and certifying any votes taken by written ballots,

or coordinate elections conducted using Survey Monkey or a comparable on-line survey program.

II. COMMITTEES

Each academic area will form four standing committees for the purpose of conducting area activities:

Program Committee (PC)

Sabbatical Leave Committee (SLC)

Laboratory and Safety Committee (LSC)

Personnel Committee (PerC)

In addition, the Department will form a Policy Committee (PoC), with duties and responsibilities to be described in Section II.E.

Any faculty member wishing to present items for discussion in a particular committee shall submit a written request to the chair of the appropriate committee. Upon receipt of the request, that chair shall acknowledge the receipt, inform the area faculty of the item, and present the item for discussion at a regularly scheduled or special meeting of the committee. Respective academic area faculty shall be informed of meeting agenda, time, and location, and are permitted to attend all committee meetings, with the exception of the PerC when they are discussing confidential matters of tenure or promotion.

In the event that an activity or committee recommendation impacts more than one academic area, it is the responsibility of the Department Chair to consult with Unit Faculty to review, work with faculty to modify, or report to the Unit Faculty that an activity or recommendation cannot be implemented due to conflicting academic area impacts.

A. Program Committee (PC)

The Program Committee (PC) will include the Undergraduate and Graduate Academic Advisor from each academic area as standing members. The Undergraduate and Graduate Academic Advisor within each academic area shall be appointed by the Department Chair with the advice of the academic area faculty considered. The chair of the PC from each academic area will be a candidate for the Department's representative to the College Curriculum Committee. The Elections Officers will hold an election amongst the Unit Faculty to determine which candidate will be the Department's representative to the College Curriculum Committee.

The major responsibilities of the PC are:

1. Meet regularly throughout fall and spring semesters, as the committee deems necessary.
2. Consider during fall and spring semesters all requests for new courses and curricula or changes in existing courses and curricula and make recommendations to academic area faculty and Department Chair. It shall prepare and distribute to the faculty the procedures and forms to be used for the submission of requests to the committee. All recommendations are to be

submitted to the academic area faculty for approval prior to being sent to the Department Chair for review.

3. Recommend two-year cycles of academic area course offerings.
4. Conduct a periodic review, during spring semester, of all catalog material, curricula, course descriptions and content of courses that require change. Any proposed changes having the committee's recommendation are to be submitted to the academic area faculty for approval prior to college-level review.
5. Review and update, during fall or spring semester, course notebooks, collect learning outcomes, summarize performance improvements for ABET (Accreditation Board for Engineering and Technology) and ACCGC (Accrediting Council for Collegiate Graphic Communications) accreditation purposes.
6. Help prepare during fall or spring semester ABET and ACCGC accreditation self-study reports and other assessment activities needed for the academic area degree program(s).
7. Consider and recommend policy regarding degree requirements and curriculum offerings congruent with accepted national and state practices, such as the ABET and ACCGC, within the limitations of the University's policies and practices.
8. Conduct an annual academic area faculty survey during fall or spring semester to determine their areas of teaching preference.
9. Review, evaluate, and make recommendations on the disposition of graduate student admission applications for the academic area degree program(s) during fall and spring semesters,
10. Make recommendations to the Department Chair for academic area TA assignments (fall deadline is late March; spring deadline is late November).
11. Oversee the Level I PhD Qualifying Exams and make final recommendations on the exam results, as needed, for the academic area degree program(s).
12. Serve as the academic area Scholarly Awards Committee.
13. The PC is responsible for providing three-year plans to the Department Chair, as described in Section III.
14. Other responsibilities or activities as assigned by the Department Chair.

In addition to serving as members of the PC, the Undergraduate and Graduate Academic Advisors will advise students on course requirements, sequencing of courses and registration deadlines, advise students on eligibility of transfer credits and course equivalents, and timelines or milestones or university paper work needed to ensure a student's progress to degree. The Undergraduate Academic Advisor will hold regular advising hours during the fall and spring in the college's Advising Office. The advisors will seek to address student needs and concerns in a timely manner throughout the year. The advisors will keep all student records and student concerns in confidence, and bring concerns to the attention of the academic area

faculty, without citing students by name. The advisors may assist students in finding summer internships and preparing for personal or employment interviews. The advisors will serve as student advocates within ChP and CEAS.

B. Sabbatical Leave Committee (SLC)

No faculty member applying for a sabbatical leave may serve on the SLC that year. In years when no academic area faculty member is eligible to apply for a sabbatical leave, the committee shall not be convened.

The major responsibilities of SLC committee are:

1. Review, during fall or spring semester, sections of the WMU-AAUP Agreement and any guidelines from the University Sabbatical Leave Committee and/or the Provost's office relating to eligibility, requirements, the selection process, and applications and proposals for sabbatical leaves and report changes to the faculty.
2. Review all applications and proposals according to the WMU-AAUP Agreement and the University Sabbatical Leave Committee.
3. Forward all applications to the Department Chair with recommendation for each application and rank order those recommended for approval.
4. Report individual recommendation and priority order to each applicant.
5. Other responsibilities or activities as assigned by the Department Chair.

C. Laboratory and Safety Committee (LSC)

The primary purpose and responsibility of an academic area LSC is to recommend safe operating practices to the Department Chair for teaching and research laboratories. It is understood that the Department Chair is primarily responsible for all safety policy final decisions, enforcement and administration. The LSC shall seek the advice of the course coordinators concerning their recommendations for the safe use and maintenance of the teaching laboratories for inclusion as appropriate into policy recommendations. All policy recommended changes shall be voted on by the LSC prior to submission to the Department Chair for final decision and implementation.

The chair of the LSC from each academic area will be a candidate for the Department's representative to the College Safety Committee. The Elections Officers will hold an election amongst the Unit Faculty to determine which candidate will be the Department's representative to the College Safety Committee. The LSC in each academic area will include up to two departmental staff members, as deemed necessary and appropriate.

The chair of the LSC shall attend orientation meetings of graduate teaching assistants and the general orientation program for graduate students in their academic area before the start of each fall semester.

D. Personnel Committee (PerC)

The purpose of the Personnel Committee (PerC) is to conduct tenure reviews, promotion reviews, reviews of part-time and term faculty, and conduct the evaluation of the Department Chair by the tenure track/tenured faculty.

1. Structure of the PerC:
 - a. For purposes of tenure review, a Personnel Committee (PerC, equivalent to the Department Tenure Committee or DTC in the WMU-AAUP Agreement) will be elected from amongst the academic area tenured faculty.
 - b. In the event that there are not enough academic area tenured faculty to compose a five person PerC for tenure review purposes, the committee membership will be completed by appointing additional tenured faculty to the PerC, per section 17.§6.5 of the WMU-AAUP Agreement.
 - c. For purposes of review for promotion, a Personnel Committee (PerC, equivalent to the Department Promotion Committee or DPC in the WMU-AAUP Agreement) will be elected from amongst the academic area tenured faculty members at or above the rank sought by the promotion candidate.
 - d. In the event that there are not enough academic area tenured faculty to comprise a five person PerC for promotion review purposes, the committee membership will be completed by appointing additional tenured faculty to the PerC, per section 18.§6.5 of the WMU-AAUP Agreement.
 - e. Faculty members who, during the fall semester, are on leave of absence, sick leave, or sabbatical leave shall not be required to serve on the PerC.
 - f. The term of service on the committee will be two years. A member may run for re-election after the end of term. The committee shall elect one of its members as chair. The chair shall have previously served at least one term on the PerC. After a term of service, a faculty member may be exempt from service on the committee for a period of one term (two years), if they so choose and if there are other academic area faculty available to serve.
 - g. In the event that a member of the PerC goes on leave or sabbatical or is otherwise removed for the length of a semester from his or her regular duties, the faculty shall elect a replacement from that area. If that replacement serves for one year or more, that person will be eligible for a hiatus from service on the committee equal to the time of service but not more than two years.
2. The major responsibilities of the PerC are:
 - a. Review sections of the Agreement and letters from the Provost's Office relating to tenure and/or promotion criteria, procedures, documents, and timetables.
 - b. Obtain from the Department Chair the names of those faculty members who are due to have tenure and/or promotion review. Furnish each of

these individuals with copies of all relevant documents on tenure and/or promotion (including this document).

- c. Conduct a meeting to review Article 17 and/or Article 18 of the WMU-AAUP Agreement in advance of the review of the candidate's files.
- d. Conduct a meeting to review the candidate's files, which are held in confidence and do not leave the Parkview Campus, and vote on a recommendation for their tenure and/or promotion.
- e. Report recommendations to the candidates, within contractual deadline dates for candidate notice and appeals concerning the recommendations.
- f. Coordinate any appeals of the PerC recommendations by the candidate(s) under review. (Please refer to section XIII.C.)
- g. Report final recommendations to the candidates and to the Department Chair as specified in the WMU-AAUP Agreement, as well as return the candidates' files to the Department Chair.
- h. Review, during fall or spring semester, tenure and/or promotion policies and procedures and make recommendations for changes.
- i. Review the performance of term and term/temporary faculty during the fall and/or spring semesters, and make recommendations to the Department Chair concerning reappointment.
- j. Meet as specified in the WMU-AAUP Agreement timetable.

E. Policy Committee (PoC)

The Policy Committee (PoC) shall consist of six members elected by all tenure track/tenured faculty, with three to be elected from each academic area. The Department WMU-AAUP Association Council Representative (AC) will serve as one of the six members of the committee. The committee shall be convened during the fall semester after the approval of a new WMU-AAUP Agreement, or as needed when dictated by a mid-contract change in the WMU-AAUP Agreement. The committee shall elect its own chair.

Responsibilities of the PoC are:

1. Solicit and recommend changes or amendments to the Department Policy Statement (DPS).
2. Review the DPS for compliance with the new WMU-AAUP Agreement or Letter of Agreement.
3. Conduct a vote of the Unit Faculty at a department faculty meeting for approval or rejection of any revisions in the DPS before the end of the fall semester after approval of a new WMU-AAUP Agreement, or within 60 calendar days as needed when dictated by a mid-contract change in the WMU-AAUP Agreement.

Policies of the PoC are:

1. Approval of a DPS is by a simple majority of the Unit Faculty.

2. Proposed amendments to the DPS shall be submitted in writing to the department faculty at least two working days prior to the department faculty meeting. Modifications may be made at the meeting prior to the final vote.
3. In the event that the revisions are not approved, the existing DPS shall remain in effect.
4. A revised DPS that has been approved by the Unit Faculty will be submitted to WMU and the AAUP Chapter for review. Once a revised DPS is accepted by both WMU and the AAUP Chapter, the PoC will cease to exist until the next DPS review cycle.
5. If any conflicts shall arise between the DPS and the WMU-AAUP Agreement, the WMU-AAUP Agreement shall prevail.

F. Vacancies

In the event of a vacancy on a committee, an Elections Officer will conduct an election to designate a new committee member in the same manner as was the member being replaced, as discussed in Section I.C.

III. DEPARTMENT STRATEGIC PLANNING AND ASSESSMENT

During the spring semester, the Department Chair shall receive from the chairs of the Program Committees an updated three-year plan for the work of the committees and the proposed Program Goals and Objectives for the upcoming academic year. The Department Chair, with advice of the Unit Faculty, then incorporates these program statements into a broader three-year plan for the work of the Department and a statement of Department Goals and Objectives for the upcoming academic year. After discussion and revisions, if necessary, the Unit Faculty votes on adopting the Department Goals and Objectives statement for the following academic year. The statement must continue to be revised until it is passed with a simple majority. This statement shall guide the collective work of the department for the year in which it is in effect. When parts of the Goals and Objectives have effects beyond Academic matters, staff members may be included in discussions and approval of those parts.

IV. ANNUAL BUDGET REPORT OF THE DEPARTMENT CHAIR

The Unit Faculty recommends that the Department Chair present a detailed report to the department by September 15 covering the previous fiscal year's income from all sources and all expenditures, and a preview of the expected budget allocations for the current fiscal year. The Budget shall be open at all times to all faculty.

V. EVALUATION OF THE DEPARTMENT CHAIR

The department will conduct an evaluation of the Department Chair by the Unit Faculty every three years, with the help of the WMU-AAUP in the regular cycle specified by the Bargaining Unit. The WMU-AAUP shall develop an instrument of evaluation, collect anonymous responses from faculty, and tally the results. These results shall be communicated to the Department Chair, the Department Association Council Representative (AC), and the Dean. The results shall be forwarded to and discussed with the Unit Faculty by the AC.

For an off-cycle evaluation of the Department Chair, at least two-thirds of the Unit Faculty members must petition the AC, in writing, and request an off-cycle evaluation of the Department Chair. The AC will officially request the off-cycle evaluation, by requesting the review, in writing. The request will go to the Chapter Staff of the WMU-AAUP. The off-cycle evaluation of the Department Chair shall be conducted by the WMU-AAUP using their standard instrument.

If the results of the normal or off-cycle evaluation represent a substantial number (defined as a two-thirds majority or greater of Unit Faculty expressing “no” to “continue to serve?”), then the AC shall call a meeting of the Unit Faculty. The meeting of the Unit Faculty, at which the Department Chair is permitted to attend only to make a statement, shall be held to discuss the results of the Department Chair evaluation. Following the discussion, the Department Chair shall be excused from the meeting and a vote of the Unit Faculty by secret ballot shall be held and shall contain only the following two choices:

1. The Department Chair shall continue.
2. The Department Chair shall not continue.

If the majority of the Unit Faculty votes that the Department Chair shall not continue, then the result shall be sent to the CEAS Dean. The minutes of this Unit Faculty meeting shall be sent to the CEAS Dean and shall include the motion, second, and the vote-count. The Elections Officer(s) shall prepare the official count. All Unit Faculty shall receive a copy of the vote-count and the official correspondence sent to the CEAS Dean. The Department Chair undergoing evaluation shall be afforded due process. The CEAS Dean and the AC shall ensure due process.

VI. RECOMMENDATION FOR APPOINTMENT OF THE DEPARTMENT CHAIR

A. Procedure for Recommending Appointment of a Department Chair

In the event that department faculty are asked by administration to participate in the selection of and/or recommendation for a new Department Chair, the following procedures are recommended to be followed.

1. Department Chair Search Committee

A Department Chair Search Committee shall be appointed by the Dean, with at least four Unit Department Faculty members equally representing both academic areas. Departmental staff members and representatives of other Department stakeholders may also be appointed by the Dean. A candidate for Department Chair cannot serve on the Department Chair Search Committee. Vacancies on the committee shall be filled through the stated election process.

2. Duties of the Department Chair Search Committee

The chair of the Department Chair Search Committee is elected by the committee members. The Department Chair Search Committee sets its own procedures under the following guidelines to be followed in the order listed:

- a. Seek eligible tenured faculty candidates from within the Department.

- b. Contact the Administration to see if funds are available to consider candidates from outside the University.
- c. Work with Administration to advertise for a new position. Create a pool of applicants to bring forward for review.
- d. Conduct interviews. Solicit opinions from the Unit Faculty by holding open hearings to discuss the relative strengths and weaknesses of the candidates.
- e. Submit to the Dean and Unit Faculty a list, containing at least two candidates selected by the Unit Faculty. To be included on the list submitted to the Dean, a candidate must have received the support of a simple majority of the Unit Faculty.

B. Procedure for Recommending an Interim Department Chair

In the event that the position of Department Chair becomes vacant, it is recommended that the Dean of CEAS appoint an interim chair, in consultation with department faculty. The term of this office shall normally not exceed one year.

VII. APPOINTMENT AND REAPPOINTMENT OF FACULTY

In March of each year, the Department Chair shall solicit proposals from the Unit Faculty for full-time and part-time faculty hiring requests. As background, the proposals shall project hiring needs with rationale for the next three years. The Department Chair shall then hold a department hearing to discuss the hiring requests. The proposals may be modified based upon the results of this hearing and then presented to the Department and to the Department Chair. The Department Chair shall share and discuss the proposals with the Dean.

During the year, the Department Chair shall keep the Unit Faculty informed on the status of available positions. When the positions are approved for hire, the Department Chair shall appoint a Search Committee, with advice of the academic area faculty. The Search Committee shall elect its own chair. The Search Committee shall prepare position description(s) and review with the Department Chair and Unit Faculty. Subject to advertising budget limitations, the Search Committee shall place notices in appropriate places and set a deadline for beginning to review applicants. Following review of the applicants, the Search Committee shall prepare a short list and check references for those on the list. Following review of the short list, the Search Committee shall arrange for on-campus interviews.

A request by a faculty member to change from faculty specialist to a traditionally ranked position, or from a traditionally ranked position to faculty specialist must require an appropriate change of duties and shall be reviewed as if he/she were an applicant for a vacant position of the appropriate type. For each faculty search for the appropriate type of position, the Department Chair shall follow the procedure described in the previous paragraph.

One-year renewable-term appointees and part-time faculty shall be hired by the Department Chair, in accordance with the needs of the Department. In accordance with the Agreement, the Department Chair shall seek recommendations of department Unit Faculty with regard to such appointments. Term appointees shall be evaluated by the

tenure committee during spring semester and recommendations regarding reappointment shall be given to the Department Chair. Consecutive term appointments shall not exceed five years.

In the event an unexpected requirement or vacancy occurs after the approval of the current statement of hiring needs, and the Department Chair determines that the vacancy shall be filled with a replacement from the same general area, the Department Chair may recommend an amendment to the statement of needs. In any case, the procedure described above shall be followed.

VIII. EVALUATION OF UNIT FACULTY

A. Evaluation of Professional Competence and Other Professional Duties

An overall goal for the evaluation and mentoring of Unit Faculty is to enhance teaching and other professional services at the University. Each new probationary faculty member shall select a mentor from the tenured faculty or have one appointed by the Department Chair, with advice of the Unit Faculty. The mentor shall guide the new faculty through acclimatization to the culture of the University.

1. Non-tenured Unit Faculty

a. Student Ratings

- i. For promotion and tenure, student ratings shall not be the sole source of information about teaching effectiveness and it is the Unit Faculty member's responsibility to provide additional evidence of competence. Additional evidence includes, but is not limited to, instructional portfolios, peer and self-evaluation, and classroom visitations by selected faculty.
- ii. During the probationary period, non-tenured Unit Faculty members must conduct student ratings in each class taught in at least one semester of each academic year (to be determined by the faculty member) and are encouraged to conduct student ratings during both fall and spring semesters.
- iii. The campus-wide student ratings instrument (ICES) shall be used, or another instrument or method as specified in the current WMU-AAUP Agreement.

A Unit Faculty member who feels that there are errors, inaccuracies, or unfair biases in a numerical summary may submit to the Department Chair a summary prepared by him/herself.

b. Classroom Visitations

- i. During the first three years in the probationary track, Unit Faculty may have at least one classroom visitation per year conducted by a tenured Unit Faculty member by mutual agreement of the faculty member and visitor. The date/time of each classroom visit shall be determined by mutual agreement between the Unit Faculty member

and the Unit Faculty member conducting the visit. There shall be no unscheduled classroom visitations.

- ii. For each visitation, the visitor must schedule a conference with the Unit Faculty member to discuss his/her observations and make recommendations for any productive changes when necessary.
- iii. After 3 years in the probationary track, the Unit Faculty member and the Department Chair may determine, by mutual agreement that no further classroom visitations shall be necessary for the duration of the probationary period.

a. Department Tenure and/or Promotion Reports

Peer evaluation in the form of tenure and/or promotion reviews shall be conducted by the Personnel Committee (PerC). The procedures followed by the PerC are specified in Section II.D., and Sections XIII and XIV, respectively, of this document.

b. Self-Evaluation

- i. Every Unit Faculty member may, in any year, complete a self-evaluative narrative report during the probationary period and submit it to the Department Chair for inclusion in his/her personnel file. Probationary Unit Faculty are encouraged to complete such a self-evaluation in years 2, 4 and 6 as part of their scheduled reviews.
- ii. Every Unit Faculty member shall complete no later than October 15 a Professional Activity Report (PAR).
- iii. Every Unit Faculty member shall update his/her vita no later than October 15 in the first year of employment at Western Michigan University and the first year of every new contract Agreement thereafter.

2. Tenured Unit Faculty

a. Student Ratings

- i. Student ratings shall be conducted in each class taught by a Unit Faculty member in at least one semester of each academic year (to be determined by the Unit Faculty member).
- ii. The campus-wide student ratings instrument shall be used.
- iii. A Unit Faculty member who feels that there are errors, inaccuracies, or unfair biases in a numerical summary may submit to the Department Chair, a summary prepared by him/herself, with an explanation as to why there might be errors in the numerical summary.

a. Department Promotion Reports

Peer evaluation in the form of a promotion report shall be conducted by the Personnel Committee. The procedures followed by the PerC are specified in Sections II.D and XIV of this document.

- b. Self-Evaluation
 - i. Every Unit Faculty member shall complete no later than October 15 a Professional Activity Report (PAR).
 - ii. Every Unit Faculty member shall update his/her vita no later than October 15 in the first year of employment at Western Michigan University, and the first year of every new contract thereafter.

B. Evaluation of Professional Recognition and Services to the Profession

Criteria for the evaluation of Unit Faculty in the areas of professional recognition and services to the profession are detailed in other sections of the Departmental Policy Statement related to promotion and tenure.

C. External Evaluation

As part of a tenure review or promotion recommendation, external evaluation may be requested. Articles 17 and 18 of the WMU-AAUP Agreement provide the process to conduct the external evaluation.

IX. SABBATICAL LEAVE

Eligibility and requirements for sabbatical leaves are outlined in Article 26 of the WMU-AAUP Agreement. The selection process to determine which sabbatical leave projects are to be approved is detailed in the WMU-AAUP Agreement.

A. Criteria for Sabbatical Leave Proposals

Proposals for sabbatical leave shall be reviewed by each academic area's SLC and evaluated according to the following criteria and the prospect of success of the sabbatical.

1. In its own right
 - a. Deals with a significant problem or topic
 - b. Shows promise of making a significant contribution to the topic or problem undertaken.
 - c. Takes advantage of propitious factors:
 - i. Is unusually appropriate at this time
 - ii. Utilizes newly-available technology and/or methodology
 - d. The sabbatical project shall require a lengthy period of continuous release from normal faculty responsibilities and shall not be accomplishable in shorter intervals or with other forms of assistance already available.
2. Relative to the individual
 - a. Utilizes the individual's expertise in a way not otherwise possible,
 - b. Develops new capabilities for research or teaching,
 - c. Allows a synthesis or development of prior efforts or experience.
3. Relative to the University

- a. Contributes to the teaching and research missions of the university,
- b. Expands the recognition brought to the university by the faculty member's work

B. Application

Applications for sabbatical leave shall be submitted to the SLC by September 15 of the year preceding the fiscal year of the effective leave. Each application shall include the following:

1. The completed official "Application for Sabbatical Leave" form.
2. A specific description of the proposed sabbatical leave project, including the place(s) where it is to be carried out, and a tentative timetable for the various stages of the project.
3. An elaboration of the feasibility of the project in terms of the historical background leading up to the project, the qualifications and past accomplishments of the applicant, and a bibliography of relevant references.
4. A statement of anticipated other salaries, fellowships, or financial support the applicant expects to receive during the period of the leave.
5. An up-to-date vita of the applicant.
6. In those cases where the applicant has previously taken a sabbatical leave from Western Michigan University, a copy of the report submitted after the most recent sabbatical leave.
7. A comprehensive report has to be submitted within 90 days of completing the sabbatical leave period.

C. Selection and Recommendations

The procedures used by the SLC to make its recommendations shall follow Article 26 of the WMU-AAUP Agreement. If appropriate, the SLC shall provide feedback to the applicant regarding ways to improve the proposal. Should the SLC decide that a redrafted proposal is still unacceptable, the applicant may appeal to the Department Chair. A proposal that is judged unacceptable shall not be sent forward unless the applicant addresses the weaknesses.

When the SLC transmits its recommendations in rank order to the Department Chair, it shall concurrently inform each applicant in writing of its recommendation regarding the applicant's proposal, including priority order. The SLC shall make its recommendation to the Department Chair by September 25.

D. Covering Loads

It is recommended that covering the loads of the individual(s) on sabbatical leave conform to the following principles:

1. The primary responsibility of the Department is to its students. Schedule adjustments shall be made so that students' needs are met and optimal instruction is maintained.

2. The teaching load of faculty on sabbatical leave shall be covered primarily by term appointments and visiting appointments, with funds provided by the Administration via the Contract.
3. Minor adjustments in the teaching loads of departmental faculty may be made to cover the balance of the teaching load.
4. Faculty on regular appointment may share the non-teaching responsibilities of the faculty on leave.

X. MEASURING WORKLOAD

A. Goals of the Workload Policy

The department workload policy is the vehicle by which department faculty shall make recommendations to department chairs concerning work assignments. One goal of the department workload policy is to facilitate equitable and effective allocation of faculty time during fall and spring semesters, so that professional responsibilities towards students and other missions of the department are met. A second goal of the department workload policy statement is to recognize the components of teaching, research, and service, that comprise the total workload of a Unit Faculty member and to provide recommendations for taking all of the components into account when determining faculty work assignments.

The current WMU-AAUP Agreement (42§4) specifies the maximum full-time faculty workload shall be 24 credit hours (or equivalent workload assignment) for traditionally ranked faculty or 30 credit hours for faculty specialists per academic year. Sub Article 42§1 includes some example components of this workload or equivalent, chosen from the customary areas of teaching, research, and service.

B. Assignment of Workloads

It is the responsibility of the Department Chair to develop ~~a plan for~~ workload assignments for each faculty member during the time when the class schedules are being developed (Sub Article 42§6). At that time, the Chair will meet with each faculty member to share the faculty member's planned class assignments for the coming semester. If the faculty member disagrees with his/her planned class assignment, the faculty member can suggest adjustments in accordance with the contractual agreement and department workload policy.

Work assignments shall be made consistent with sub article 42§3. The Department Chair "may assign bargaining Unit Faculty members to perform, as part of their regular workload, appropriate professional duties that the faculty are qualified to perform. In determining qualifications, Department Chairs shall seek and give serious consideration to the advice of Unit Faculty." Sub article 42§5 specifies that the Unit Faculty, in consultation with the Department Chair, "may develop Department guidelines for measuring workload in terms of credit hours. Once approved by the administration, these guidelines will become part of the Department Policy Statement. The guidelines will be based on the department's program requirements and priorities." This document provides those guidelines for the Department of Chemical and Paper Engineering.

The credit hour-equivalent work assignments for individual faculty members shall be determined each fall and spring semester, by the Chair in consultation with the faculty. These assignments shall document the full allocation of a faculty member's assigned credit hours, including the credit hours attributed to research, service and any course load adjustments that may be made in accordance with the guidelines below. The chair will report each faculty member's assigned workload to all faculty in accordance with the processes delineated in Article 42§6.2 of the WMU-AAUP Agreement.

C. Workload Formulas

The numeric formulas are based on the credit hour equivalent guidelines presented below and on the next page, where 1 credit hour equivalent means approximately 3.3 hours of work per week. Semester refers only to the fall and spring semesters of an academic year. Teaching assignments shall be made for summer terms, in accordance with the recommendations discussed in Section XVIII.

1. Research Active Faculty Support

Dedicated laboratory or center (not related to executing active funding or proposal preparation)	up to 1hr
Active extramural research, foundation or contract funding	up to 12 hrs
Active external training	up to 4 hrs
Active intramural funding	up to 2 hrs
Research release as match, or by Chair (e.g. by Probationary Faculty)	1 - 6 hrs
Proposal preparation by tenured faculty	up to 3 hrs

2. Service Support

Department Service (e.g. ABET Coordinator) [@]	up to 3 hrs
Undergraduate Advisor	n/43 hr
Graduate Advisor	n/25 hr
Standing University/College Committee	up to 1 hr
Senate/AAUP Representative	up to 1 hr
Senate/AAUP Officer	2 - 4 [†] hrs
Other Academic and Scientific service	up to 4 hrs

3. Lecture Teaching Support

Course Level	Class Size	Credit hrs.
1000-4000 [◇]	n ≤ 30	as listed
1000-4000 [◇]	n ≥ 31	list + ((n-30)/30)
1000-4000 lab (without TA) [◇]	n ≤ 16	as listed
	n ≥ 17	list + ((n-16)/16)
1000-4000 lab (with TA) [◇]	n ≤ 30	as listed
	n ≥ 31	list + ((n-30)/30)
1000-4000 (team) [◇]	as above	proportional to full
5000-6000, 7250	n ≤ 15	as listed
5000-6000, 7250	n ≥ 16	list + ((n-15)/15)
5000-6000 lab instruction		as listed
7120 Internship, 7130, 7131, 7132 Teaching Practicum		Total ec/6

7000 and 7300 (not to exceed 3 hrs. per semester)	Total ec/12
First Time Course Development	as above + 1
Senior Design/Capstone Instructor (GPS/PAPR 4850, PAPR 4860, CHEG 4870)	
	as listed
$n \leq 15$	list + ((n-16)/10)
$n \geq 16$	

4. Individual Teaching

4990 Independent Study (not to exceed 3 hrs. per semester)	Total ec/3
7100 Independent Research (not to exceed 3 hrs per semester)	Total ec/3
M.S./Ph.D. Committee (Including chair; not to exceed 3 hrs. per semester)	n/5
PAPR/GPS 4850/4860; CHEG 4870 Project Mentor (not assigned as instructor of record, which is covered above)	n/8

D. Comments about the Workload Formulas

In order to be assigned the maximum value of 12 semester hours for Research Activities, a 100% FTE buyout from external proceeds of center or funding from extramural sources that includes payment of associated fringes and indirect costs to the university must have been awarded. Partial buyouts of research time shall be made when agreed upon between the Department Chair and the Unit Faculty member.

†AAUP Officer time is generally bought out up to 9 hours for the President (normally only during bargaining years).

◇ Excludes Senior Design/Capstone instructor of record, as it is calculated elsewhere.

n is the number of students.

ec is the number of student enrolled credit hours.

@: ABET Coordinator in a regular year, 1 hr; in a self-study year, 3 hrs; in a visit year, 2 hrs.

A Lab workload is defined in terms of direct faculty involvement in the lab sections. The load for a TA-only lab supervision is determined by total credit hours for lecture plus lab sections. Among other academic and scientific service that may be awarded increased service loads are dual appointments; service in professional organizations at state, national, or international levels, and other similar discretionary professional service.

Certain courses have unique requirements that exceed the formulas. Such adjustments to the workload will be addressed by the Department Chair in consultation with the instructor of record.

XI. TEACHING ASSIGNMENTS, COURSE OFFERINGS, AND CLASS SCHEDULES

A. Course Offerings

1. The Unit Faculty requests that during the fall and spring semester, the Department Chair request that the Unit Faculty, through the academic area Program Committees, make suggestions on course offerings. As part of this request, the Department Chair shall provide, if readily available, information about student requests, student needs, and the maximum number of courses that can be offered. Unit Faculty in each area Program Committee shall then have the responsibility of discussing the matter with other colleagues. Recommendations for courses shall, if possible, include the names of potential students.
2. The Unit Faculty further recommends that the Department Chair prioritize the requests, and direct the academic area Program Committees to incorporate those priorities into the two-year plan of course offerings.

B. Staffing of Courses

The Unit Faculty recommends that the Department Chair consider the following when making assignments of staff to courses.

1. The recommendations from the major curriculum areas.
2. Maximum benefit to the maximum number of students.
3. The qualifications of faculty members to teach a given course.
4. Rotation of courses among the faculty.
5. Any effect the teaching of a course might have on the professional advancement of an individual faculty member.
6. Requests by individual faculty.

C. Teaching Assignments

In assigning loads and specific classes, it is expected that the Department Chair will respect each faculty member's areas of expertise and interests, and attempt to make assignments accordingly. A faculty member who has taught a specific course in the past may be given preference for that course over other faculty members. However, if an administrator returns to the faculty rank, the right of assignment to courses taught prior to the administrative appointment is not guaranteed.

D. Scheduling

The Unit Faculty recommends that when making class schedules, the Department Chair shall consider the following practices that have traditionally been observed.

1. At least once during the fall or spring semester, Unit Faculty shall be invited to express individual preferences of courses and times, and to state the relative importance of those preferences. Unit Faculty may also request the following:
 - a. Sequential courses are assigned during sequential terms.
 - b. A 5000 or 6000 level course shall not be scheduled in the period immediately following another course.

2. Courses not elected by Unit Faculty to teach shall be rotated among the Unit Faculty once in a three-year period.

XII. RECOMMENDATIONS ON DEPARTMENTAL BUDGET

The Department Chair has the sole responsibility for preparing the department budget requests and for administering the non-salary funds. Recommendations may be offered by the Unit Faculty for both the budget requests and the administration of the non-salary funds. Resources generated from student fees or differential tuition shall be divided between the academic areas based on the most pressing needs of the undergraduate students in the Department.

XIII. DEPARTMENTAL TENURE POLICY AND PROCEDURES

Criteria that shall be considered in tenure decisions are given in Article 17 of the WMU-AAUP Agreement. Exceptions to the requirements of educational attainment may be considered upon request of a candidate with engineering education or industrial design experience. In evaluating candidates for tenure, the following shall be considered:

In the area of Professional Competence, the following shall be of value:

1. knowledge of the subject matter,
2. understanding of contemporary developments in the field,
3. curriculum development,
4. laboratory maintenance and improvement,
5. activities that lead to professional growth,
6. expertise in teaching.

In the area of Professional Recognition, the following shall be of value:

1. participation in research projects,
2. publications, conference presentations,
3. significant technical achievements,
4. significant involvement in professional and/or technical organizations,
5. professional engineering registration,
6. ABET evaluator or external evaluator for programs in a different university.

In the area of Professional Service, the following shall be of value:

1. participation in department, college and/or university councils and committees,
2. advisory and consulting services to other departments and faculty,
3. participation in student organizations at local, state or national levels,
4. AAUP service,
5. professionally-relevant community service,
6. service to professional organizations, including but not limited to AIChE, TAPPI and TAGA.

The following policy supplements the Tenure Policy and Procedures of the WMU-AAUP Agreement.

A. Criteria for Tenure Evaluations

In addition to the tenure criteria stated in Article 17 of the Agreement, the departmental evaluation shall include consideration of the following:

1. Professional Competence

- a. Teaching: courses taught (including enrollments); signed student letters of commendation or criticism; summaries of student ratings; innovation in delivery; and peer evaluations of teaching.
 - b. Program: new course development and improvement of existing course content.
 - c. Supervision: directing student projects (including undergraduate research, honors theses and capstone design projects) and successful coordination of multi-sectioned courses. Directing Masters theses and Ph.D. dissertations, serving on Masters thesis and Ph.D. dissertation committees, serving as an external evaluator of a doctoral dissertation, supervising research of graduate students (other than the student's thesis or dissertation),
 - d. Assessment: innovations in assessment of student understanding or overall course or curriculum effectiveness.
 - e. Continuing Self-Education: application of such activity to improve the department's course/educational offerings or to improve the faculty member's teaching.
- Other Criteria: performance of special duties outlined either at the time of appointment or subsequently.

Candidates must submit documentation to support any of the above items (a. – f.). One method for doing so is through the compilation of an instructional portfolio.

2. Professional Recognition

- a. Research: publications, reprints, preprints, letters of acceptance or other correspondence with journal editors, referee's reports or reviews of the candidate's research, reports of research in progress, letters of evaluation of research by colleagues and outside professional consultants, research proposals funded, research proposals submitted but not funded.
- b. Exposition: books (published or in progress), chapters in books, edited books, reviews, letters of evaluation, reports of activities in progress, reports and abstracts of presentations in departmental colloquia, at other universities, at meetings, and at conferences, participation in seminars focusing on a major program area of which the candidate is a member.
- c. Service: Organizing, directing, or assisting with the organization of meetings or conferences, editing conference proceedings, editing journals or special issues of journals, refereeing research articles, reviewing books, reviewing articles, reports of internal and external research proposals or consulting projects, letters evaluating the research of others for the purpose of tenure and/or promotion decisions at other universities, service to professional organizations.

3. Professional Service

- a. Department: participation in committees, advising, attendance at department meetings, serving as departmental representative to the Faculty Senate or the AAUP, and other assigned duties.
- b. College and University: participation in College, University, Faculty Senate, or AAUP Chapter councils, committees, and task forces; and representation of the College or the University at official academic and educational functions.
- c. Community: contributions to the public or private sectors that relate to ChP, academic, or to other scholarly enterprises.

B. Application and Relative Importance of the Tenure Criteria

The PerC shall use evaluative terms Positive, Positive with Conditions, Negative with Conditions, and Negative Terminate in tenure reports.

In weighting the tenure criteria for traditionally ranked faculty, the department rates professional competence and professional recognition as approximately equal in importance for tenure. It is expected that any such candidate for final tenure shall have given evidence of at least significant achievement in both competence and recognition. With regard to professional service, it is expected that the candidate shall have made satisfactory contributions in at least one of the three categories (Department, College/University, and Community).

In weighting the tenure criteria for faculty specialists, the department rates professional competence as more important than professional service. It is expected that any such candidate for final tenure shall have given evidence of substantial achievement in professional competence and satisfactory contributions in professional service or significant achievement in both professional competence and professional service.

C. Appeals

In accordance with Article 17 of the Agreement, any candidate for tenure has the right to appeal the recommendation of the PerC. A notice of the intent to appeal shall be made, in writing, by the candidate to the chair of the PerC. The entire appeal process must be conducted within the time period specified in the WMU-AAUP Agreement. Within two working days after receipt of a written notice to appeal, the PerC chair shall arrange a convenient time for the candidate to present his/her appeal in person to the committee. The candidate will present a written copy of his/her appeal and supporting materials for committee review at the appeal meeting. In the event an appeal does not result in a change in recommendation, the written appeal materials will become part of the tenure file.

The PerC shall decide by a majority vote, whether to deny the appeal or to reconvene the PerC to reconsider its recommendation for tenure. If the PerC is reconvened and votes to abide by its original recommendation, the candidate shall have no further right of appeal to the PerC.

XIV. DEPARTMENTAL PROMOTION POLICY AND PROCEDURES

Criteria that shall be considered in promotion decisions are given in Article 18 the WMU-AAUP Agreement. Exceptions to the requirements of educational attainment may be considered upon request of a candidate with engineering education or industrial design experience. In evaluating candidates for promotion, the following shall be considered:

In the area of Professional Competence, the following shall be of value:

1. knowledge of the subject matter,
2. understanding of contemporary developments in the field,
3. curriculum development,
4. laboratory maintenance and improvement,
5. activities that lead to professional growth,
6. ability to teach.

In the area of Professional Recognition, the following shall be of value:

1. participation in research projects,
2. publications, conference presentations,
3. significant technical achievements,
4. significant involvement in professional and/or technical organizations,
5. professional engineering registration,
6. ABET evaluator or external evaluator for programs in a different university.

In the area of Professional Service, the following shall be of value:

1. participation in department, college and/or university councils and committees,
2. advisory and consulting services to other departments and faculty,
3. participation in student organizations at local, state or national levels,
4. AAUP service,
5. professionally-relevant community service,
6. service to professional organizations, including but not limited to AIChE, TAPPI and TAGA.

A. Criteria for Promotion Evaluations

In addition to the promotion criteria stated in the Agreement, the departmental evaluation shall include the following:

1. Professional Competence
 - a. Teaching: courses taught (including enrollments); signed student letters of commendation or criticism; summaries of student ratings; innovation in delivery; and peer evaluations of teaching.
 - b. Program: new course development and improvement of existing course content.
 - c. Supervision: directing student projects (including undergraduate research, honors theses and capstone design projects) and successful coordination of multi-sectioned courses. Directing MS theses, Ph.D. dissertations, serving on MS/Ph.D. thesis/dissertation committees, serving as an external evaluator of a doctoral dissertation, supervising research of graduate students (other than the student's dissertation),

- d. Assessment: innovations in assessment of student understanding or overall course or curriculum effectiveness.
- e. Continuing Self-Education: application of such activity to improve the department's course/educational offerings or to improve the faculty member's teaching.
- f. Other Criteria: performance of special duties outlined either at the time of appointment or subsequently.

Candidates must submit documentation to support any of the above items (a. – f.). One method for doing so is through the compilation of an instructional portfolio.

2. Professional Recognition

- a. Research: publications, reprints, preprints, letters of acceptance or other correspondence with journal editors, referee's reports or reviews of candidate's research, reports of research in progress, letters of evaluation of research by colleagues and outside professional consultants, research proposals funded, research proposals submitted but not funded.
- b. Exposition: books (published or in progress), chapters in books, edited books, reviews, letters of evaluation, reports of activities in progress, reports and abstracts of presentations in departmental colloquia, at other universities, at meetings, and at conferences, participation in seminars focusing on a major curriculum area of which the candidate is a member.
- c. Service: Organizing, directing, or assisting with the organization of meetings or conferences, editing conference proceedings, editing journals or special issues of journals, refereeing research articles, reviewing books, reviewing articles, reports of internal and external research proposals or consulting projects, letters evaluating the research of others for the purpose of tenure and/or promotion decisions at other universities, service to professional organizations.

3. Professional Service

- a. Department: participation in department committees, advising, informal advising and writing letters of recommendation for students, attendance at department meetings, serving as departmental representative to Faculty Senate or the AAUP, and other assigned duties.
- b. College and University: participation in College, University, Faculty Senate, or AAUP Chapter councils, committees, and task forces; and representation of the College or the University at official academic and educational functions.
- c. Community: contributions to the public or private sectors that relate to ChP, academic, or other scholarly enterprises.

B. Application and Relative Importance of Promotion Criteria

The PerC shall use the evaluative terms Outstanding, Substantial, Significant, Satisfactory and Unsatisfactory in all promotion reports.

As stated in Article 18 of the Agreement, for promotion of faculty specialists, professional competence and professional service are of primary importance. Unless otherwise stated in the letter of appointment, a candidate for promotion to master faculty specialist may be promoted if he/she has outstanding achievement in teaching or if his/her primary responsibility is other than teaching and has achieved outstanding success in that area of responsibility. Also, the candidate may be promoted to master faculty specialist if he/she has substantial achievement in both his/her teaching and his/her primary non-teaching capacity.

For promotion to professor, it is expected that the candidate shall have given evidence of at least substantial achievement in professional recognition.

Specifically as per Article 18.3.7 of the Agreement, for promotion to full professor, the candidate must have:

1. achieved outstanding professional recognition and a satisfactory record of professional competence; or
2. achieved outstanding success in professional competence and gained substantial professional recognition; or
3. gained substantial professional recognition, a satisfactory record of professional competence, and rendered significant professional service.

C. Appeals

In accordance with the Agreement, any candidate for promotion has the right to appeal the recommendation of the PerC. A notice of the intent to appeal shall be made, in writing, by the candidate to the chair of the PerC. The entire appeal process must be conducted within the time period specified in the WMU-AAUP Agreement. Within two working days after receipt of a written notice to appeal, the PerC chair shall arrange a convenient time for the candidate to present his/her appeal in person to the committee. The candidate will present a written copy of his/her appeal and supporting materials for committee review at the appeal meeting. In the event an appeal does not result in a change in recommendation, the written appeal materials will become part of the promotion file.

The PerC shall decide by a majority vote whether to deny the appeal or to reconsider its recommendations for promotion. If the PerC votes to abide by its original recommendations, the candidate shall have no further right of appeal to the PerC.

Candidates may remove their names from the promotion process at this or any other time. A candidate who withdraws from consideration for promotion prior to the forwarding of files to the dean may remove from his/her faculty record any documentation pertaining to the aborted review.

XV. ALTERNATE ACADEMIC YEAR APPOINTMENT

Upon notification by Western of an intended application of an Alternate Academic Year Appointment, Unit Faculty shall appoint a committee to propose a recommendation to the Department regarding this anticipated appointment. After the Unit Faculty have

voted on the recommendation (a two-thirds majority of those attending is required for approval), the result shall be communicated, in writing, to Western.

XVI. DISPUTE RESOLUTION

Whenever department faculty have disputes within the Department (involving students, staff, other faculty, or administrators) every effort shall be made by the parties involved to resolve the conflict informally. Failing this, the involved party (or parties) may submit a formal statement of the dispute in writing to the Department Chair. Every attempt possible shall be made by the Department Chair to resolve the dispute.

A written response shall be given by the Department Chair to all parties involved in the dispute. As per Article 10 of the agreement, any issue involving ADA, Title IX, Title VII, Elliot Larson Civil Right Acts or any state/federal anti-discrimination or anti-harassment law must be appropriately referred. In this case, an internal resolution is not sufficient.

XVII. MENTORS AND OBSERVERS

The role of the faculty mentor is that of support person for a newly hired faculty member who is in the probationary period for tenure. The mentor is there to help guide the new faculty member in his/her initial years, so that tenure reviews may be non-threatening, constructive experiences. Mentors are not involved in any evaluative observations of the new faculty member's teaching. A faculty mentor shall be chosen or assigned to each newly hired faculty member who is in the probationary period for tenure. Ordinarily, the mentor shall be assigned during the first three academic years of a new faculty member's employment at WMU, but the relationship may be continued at the request of the mentee or the recommendation of the PerC.

The Department Chair, with advice of the Unit Faculty, shall select the mentor for any newly hired faculty. A mentor shall be tenured. It is also desirable that the mentor and the mentee share professional interests, although it is understood that this cannot always be guaranteed. Either the mentor or the mentee may request that a new mentor be assigned if either feels that a change would be beneficial.

XVIII. SUMMER AND EXTENDED UNIVERSITY PROGRAM TEACHING

The Unit Faculty recommends the following process be used by the Department Chair to provide for equitable distribution of opportunities to teach in summer sessions and in Extended University Program courses. Summer courses shall be offered to Unit Faculty on a rotating basis, as described below. The operating principle is that everyone on a tenured or tenure-track appointment shall be offered one summer course before anyone is offered above that. EUP courses shall be offered to Unit Faculty on a load basis before being offered on an overload basis.

The summer sessions are not usually part of the faculty member's normal teaching duties and commitments to teach during these terms are subject to student needs, which determine the number of positions available. The following procedures are recommended to assure fairness in the assignment of available positions:

1. The Department Chair shall inform Unit Faculty of classes that may be available to teach during the summer sessions. Any Unit Faculty member who

does not wish to teach can inform the Department Chair at this time. This shall not prejudice the faculty member's position in the teaching rotation for future summer session positions.

2. Teaching positions are assigned on a rotating basis among the faculty members by the Department Chair. The rotation is determined by the Department Chair who keeps a running count of the summer courses assigned to each Unit Faculty member over the past five years. Those with the lowest numbers shall rank first in the rotation. A Unit Faculty member may decline to teach and not penalize himself/herself if he/she informs the Department Chair as indicated in 1 above. If a Unit Faculty member withdraws from a commitment to teach during the summer sessions and this requires that a temporary hire be made to fill his/her rotation, this position is added to the account of the Unit Faculty member who withdraws the assignment.
3. The above rotation may be set aside by the obvious requirement that the scheduled faculty member must be competent to teach the assigned course. If a faculty member is not scheduled for this reason, the position in the rotation is retained. The Department Chair shall make use of the list of course coordinators, to help determine competency. It is recommended that the Department Chair make every attempt to follow the rotation by arranging faculty trade-offs with the agreement of the faculty involved.

XIX. CONDUCT OF DEPARTMENT AND COMMITTEE MEETINGS

A. Department Meetings

Department meetings shall be held approximately every two weeks during the fall and spring semesters. The Department Chair shall send to the faculty proposed dates and times of faculty meetings. However, it is recognized that many events can disrupt the planned faculty-meeting schedule. The tentative agenda for Department meetings should be published not less than two days, if possible, prior to the meeting. If a Unit Faculty member is unable to attend a called Faculty meeting, he/she shall have the right to designate a proxy, or cast a written vote on any issue that appears on the agenda for that Faculty meeting. Such a designation or voting must be done in writing to the Department Chair, prior to the meeting. The Department Chair shall normally convene and chair the department meetings. The meeting is to be conducted according to the latest edition of Robert's Rules of Order. A simple majority of the faculty constitutes a quorum for a department meeting.

B. Committee Meetings

Committees may formulate recommendations to the Department Chair, or process requests for recommendations from the Department Chair. An appropriate committee may formulate or process recommendations, incorporating input from faculty. The committee may request to place an item on the agenda for a faculty meeting, or perform an email vote of faculty with recommendation to approve an item. An email recommendation vote result shall be forwarded to the Department Chair and recorded on a Department meeting agenda. If a faculty member is unable to attend a called committee meeting, he/she shall have the right to designate a proxy, or cast a written vote on any issue that appears on the agenda

for that committee meeting. Such a designation or voting must be done in writing to the chair of the committee, prior to the meeting. All meetings are to be conducted according to the latest edition of Robert's Rules of Order. A simple majority of the committee members constitutes a quorum for a committee meeting.

XX. AMENDMENTS TO THE DPS

Approval of the DPS or amendments to the DPS shall require approval of a majority of the Unit Faculty at a department faculty meeting before submission to WMU and the AAUP Chapter for review, as discussed in Section II.E.