

Policy Statement

Department of Mathematics

College of Arts and Sciences

Western Michigan University

It is the right, the responsibility, and the privilege of University faculties 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 faculties 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 faculty of this department make recommendations to Western.

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I. ADMINISTRATION OF THE DEPARTMENT

The Chair of the Department of Mathematics has the administrative responsibility for the department. The Department Chair is the department's presiding officer and official university representative. The faculty recommends that the Department Chair appoint a Coordinator of Curriculum, a Coordinator of Assessment, an Associate Chair for Instruction, and a Coordinator of Teacher Preparation Programs. Each of these four are to be appointed for a mutually agreed upon length of service. Some released time is recommended during terms of high activity.

The Department Chair may ask the Associate Chair or any of the three coordinators to substitute for the Department Chair at Department and University meetings and functions when necessary. During times of the Department Chair's absence, one of these four may be designated as the substitute chair. All three coordinators and the associate chair serve as *ex officio* members of the Executive Committee.

A. Associate Chair for Instruction

The Associate Chair for Instruction serves to assist the Department Chair with the administration of all non-faculty personnel and it is strongly recommended that the Associate Chair have a fiscal year appointment due to the nature of the position. Tasks may include: overseeing recruitment and appointment of part time faculty, graduate teaching assistants, undergraduate teaching assistants, tutors, and paper-graders; coordinating the mentoring of instruction for all non-faculty instructors; dealing with student complaints. The Associate Chair will be assisted by the Instruction Committee (see Article II B), the Assistant to the Chair, and the Graduate Secretary.

B. Coordinator of Curriculum

The Coordinator of Curriculum serves to assist the Department Chair with general oversight of all academic programs, including graduate programs, undergraduate programs, service courses, and developmental mathematics. The coordinator will be assisted by the Curriculum Committee (see Article III C), the Assistant to the Chair, and the Graduate Secretary.

C. Coordinator of Teacher Preparation Programs

The Coordinator of Teacher Preparation Programs serves to assist the Department Chair with the administration and oversight of teacher certification programs within the department. The Coordinator of Teacher Preparation Programs serves as the department liaison to the College of Education, the WMU Professional Education Unit, and the Michigan Department of Education.

D. Coordinator of Assessment

The Coordinator of Assessment serves to assist the Department Chair with assessment and evaluation of academic programs and in maintaining compliance with various accrediting agencies. The coordinator will be assisted by the Assessment Committee (see Article III D), the Assistant to the Chair, and the Graduate Secretary.

II. DEPARTMENT STANDING COMMITTEES

The faculty recommends that the Department form five standing committees: the Executive Committee (EC), the Curriculum Committee (CC), the Instruction Committee (IC), the Assessment Committee (AC), and the Recruitment, Awards, & Scholarship Committee (RASC).

A. Executive Committee

The Executive Committee (EC) consists of three members from the tenured faculty. It is recommended the three members serve staggered terms to allow for the election of a new member each year. Once a set of nominees eligible for a position on the EC is compiled, the names are put forth to the ranked faculty on continuing appointments for a ballot election. The nominee receiving the highest number of votes will serve on the EC for a three-year term. The person with one year remaining in his/her service on the EC will serve as chair. The faculty recommends that the Department Chair, the Associate Chair, and the three coordinators serve *ex officio* on the committee. The Department Chair, the Associate Chair, and the coordinators will serve in a consultant capacity and not have voting privileges in matters of policy.

The EC serves in an advisory capacity at the request of the Department Chair. In addition, the EC assists the Department Chair by recommending agenda items and foci for department meetings. The EC will appoint ad hoc committees to address specific needs as they arise.

Additional responsibilities of the EC are described in the following sections of the policy statement: III. Annual Department Goals and Objectives, V. Evaluation of the Department Chair, VI. Recommendation for Appointment of the Chairperson, VII. Appointment and Reappointment of Faculty, VIII. Evaluation of Tenure-Track Faculty, XII. Sabbatical Leave, XIX. Dispute Resolution, and XX. Oversight of the Departmental Policy Statement.

A recommendation by the EC to the department must have the support of at least two of the three voting members of the EC. Other items may be forwarded to the department without a recommendation by the EC.

B. Instruction Committee

The Associate Chair for Instruction will serve as chair of the Instruction Committee (IC). The executive committee will appoint three other members to serve on the Instruction Committee for three-year terms. It is recommended the three members serve staggered terms to allow for the appointment of a new member each year. The faculty recommends the EC appoint members from the faculty so that each of the department's major program areas is represented on the Instruction Committee. It is also recommended the IC have a representative from our graduate student population to serve as a non-voting, consultant member. It is suggested the graduate student representative be selected each year by a vote of the active graduate students within the department. The Assistant to the Chair and/or the Graduate Secretary may be asked to attend meetings of the Instruction Committee as non-voting, consultant members.

The major responsibilities of the IC are:

1. To review applications for part-time instructors and make recommendations to the Chair regarding their hiring.
2. To review the teaching evaluations of part-time instructors and make recommendations to the Chair on their reappointment.
3. To oversee the assignment of teaching mentors to non-faculty instructors.
4. To plan/coordinate recruitment of new graduate students annually.
5. To appoint new TA's, Doctoral Associates, Graduate Fellows. Members of the IC may seek assistance from other graduate faculty in evaluating/ranking students.
6. To review the teaching evaluations of graduate and undergraduate TA's.
7. To monitor academic performance of current TA's and to act on the reappointment of TA's and Doctoral Associates.
8. To plan teaching orientations and other special opportunities for communications with graduate students.
9. To solicit nominations and determine winners for the department's graduate awards.

C. Curriculum Committee

The Coordinator of Curriculum will serve as the chair of the Curriculum Committee (CC). The executive committee will appoint three additional members to serve on the CC for three-year terms. It is recommended the three members serve staggered terms to allow for the appointment of a new member each year. The faculty recommends that the EC appoint members from the faculty so that each of the department's major program areas is represented on the CC. It is also recommended the CC have a representative from our graduate student population to serve as a non-voting, consultant member. It is suggested the graduate student representative be selected each year by a vote of the active graduate students within the department. The Assistant to the Chair and/or the Graduate Secretary may be asked to attend meetings of the CC as non-voting, consultant members.

The major responsibilities of the CC are:

1. To draw up a plan of action to implement the Department Goals and Objectives designated for the CC for the coming year (See Article III).
2. To maintain the tentative six-year schedule for course offerings. The schedule for the next two to three years should receive particular attention for accuracy. It is recommended that it

be followed closely in the construction of actual schedules, enabling students and faculty advisors to plan student programs with confidence.

3. To review undergraduate and graduate curriculum change proposals. All such changes (new/revised courses and programs) should originate from within this committee. Faculty wishing to request a new/revised course or program should bring their ideas to the CC. If approved by the CC, members of the CC will work with assistance from other faculty and the Assistant to the Chair to develop and draft the proposal to include all information required by university guidelines, including impact on staffing and other resources. The proposals are then forwarded to the department with recommendations, comments, or suggestions for departmental action.
4. To review proposals from faculty for special topics course offerings. Such topics courses must be pre-approved by the CC and by the Chair before they can be advertised to students or listed in semester/term offerings.
5. To work with faculty to schedule, announce, and report the results of preliminary exams and to consider student appeals of the results of these exams.
6. To approve course substitutions and transfer credit requests for all undergraduate programs of study. This should include a periodic reevaluation of the courses on the transfer credit list.
7. To work with the Director of the Modular Mathematics Program in overseeing the courses in that program, textbook selection, development of course syllabi, interaction with part-time faculty, course enrollments, etc. With respect to this activity, it is recommended that an effort be made to keep up-to-date with ongoing changes in the high school mathematics curriculum and the background of incoming freshmen, as well as the effectiveness of these courses in preparing students for subsequent courses.
8. To maintain the undergraduate and graduate brochures, handbook, catalogs, etc.

D. Assessment Committee

The Coordinator of Assessment will serve as the chair of the Assessment Committee (AC). The Executive Committee will appoint three additional members to serve on the AC for three-year terms. It is recommended the three members serve staggered terms to allow for the appointment of a new member each year. The faculty recommends that the EC appoint members from the faculty so that each of the department's major program areas is represented on the AC. The Assistant to the Chair and/or the Graduate Secretary may be asked to attend meetings of the AC as non-voting, consultant members.

The major responsibilities of the AC are:

1. To draw up a plan of action to assess the progress of the department in achieving the goals and objectives approved by the faculty.

2. To collect and maintain a database of assessment data.
3. To analyze assessment data.
4. To report the results of assessment data to the department, the dean, and accreditation agencies.
5. To liaise with other departments, colleges and university committees on assessment issues that involve the courses and programs offered in the mathematics department.

E. Undergraduate Awards and Scholarship Committee

The Executive Committee will appoint three faculty members to serve on the Recruitment, Awards, and Scholarship Committee (UASC) for three-year terms. It is recommended the three members serve staggered terms to allow for the appointment of a new member each year. The faculty recommends that the EC appoint members from the faculty so that each of the department's major program areas is represented on the UASC. The member serving in their third year on the committee shall serve as chair. The Assistant to the Chair and/or the Graduate Secretary may be asked to attend meetings of the UASC as non-voting, consultant members.

The major responsibilities of the UASC are:

1. To plan and schedule undergraduate events such as the annual Freshman/Sophomore Prize Competition and an on-campus offering of the annual American Mathematical Competition for area high school students.
2. To solicit and make nominations each spring for the department's Distinguished Alumni Award.
3. To solicit nomination and determine winners for the department's undergraduate awards.
4. To work with the staff and the Chair in planning and conducting the Annual Spring Awards program.
5. To make recommendations for the use of the endowed scholarship funds in supporting and recruiting students.
6. To ensure department representation at college and university recruitment meetings and functions like the Medallion Scholarship competition.

F. Vacancies

In the event of a vacancy on a standing committee a replacement will be chosen in the same manner as was the member being replaced.

III. ANNUAL DEPARTMENT GOALS AND OBJECTIVES

In the spring semester, the Executive Committee receives from the chairs of the Curriculum Committee, the Instruction Committee, and the Assessment Committee their proposed goals and objectives for the upcoming academic year. The EC then incorporates these statements into a broader five-year plan for the work of the department and a statement of Department Goals and Objectives for the upcoming academic year. The EC presents this plan and statement to the department faculty early in the fall semester. After discussion and revisions, if necessary, the faculty votes on adopting the Department Goals and Objectives statement for the current academic year. The statement must continue to be revised until it is passed with a 2/3 majority. This statement will guide the collective work of the department for the year in which it is in effect.

IV. ANNUAL REPORT OF THE DEPARTMENT CHAIR

The faculty requests that the Department Chair present an annual report to the department early in the fall semester covering the previous fiscal year and previewing the expected budget allocations for the current fiscal year.

V. EVALUATION OF THE DEPARTMENT CHAIR

An initial evaluation of a new Department Chair will be conducted in the second academic year of the appointment, with subsequent evaluations scheduled to coordinate with evaluations by the Dean of Arts and Sciences with no more than three years between evaluations. The evaluation of the Chair will occur in two phases: a pre-assessment phase (occurring in the Fall semester of the evaluation year) and a faculty/staff assessment phase (occurring in the Spring semester of the evaluation year). These phases are part of the Chair evaluation process conducted by the College of Arts and Sciences. The voting members of the EC shall serve as the Department Chair Evaluation Committee.

Pre-Assessment:

The purpose of this phase is for the faculty, through the EC, to examine the goals and expectations initially set for the chair at the time of his/her appointment and to determine, along with the Chair, if there should be any adjustments. Also during this phase, the Chair may develop a statement of goals for his/her term of service.

Faculty/Staff Assessment:

The EC shall use the agreed-upon evaluation questionnaire developed during the pre-assessment. The Chair of the EC shall compile the results of the evaluation, including summaries of both numerical data and open-ended responses. A summary of the faculty responses shall have comments sorted into categories with the number of like responses noted. No direct quotes shall be taken from individual forms.

Administrative/professional staff will also be given a questionnaire to complete (forms are provided by the College of Arts and Sciences). The Chair of the EC shall prepare a summary of these questionnaires.

The Chair of the EC shall submit the original documents as well as both summary reports to the Dean. Copies of the final summaries shall be made available to the Department Chair, ranked faculty members, and the administrative/professional staff. No copies of the completed questionnaires shall be kept within the department.

Interim Evaluation:

A simple majority of the ranked faculty members may petition the EC at any time to consider an interim evaluation of the Department Chair. A meeting of ranked faculty members shall be called by the EC within one week of receipt of such a petition. The purpose of this meeting is to determine whether an evaluation of the Department Chair should be implemented, which would culminate with a vote of whether the current Department Chair be recommended to be continued. The vote to implement the interim evaluation of the Department Chair will be conducted by secret ballot of all ranked faculty members, not on leave of absence, on the first working day after the meeting. A two-thirds vote of the ranked faculty will be required to implement the interim evaluation of the Department Chair. The procedures include the following provisions:

- A. Within one working week of an affirmative two-thirds vote, the EC will solicit written and oral information from all faculty and staff concerning the performance of the Department Chair and prepare a written report based upon the information gathered. Within three working weeks, copies of the report will be made available to the Department Chair, the Dean, and the ranked faculty members.
- B. During the second week following the issuance of this report, the EC shall conduct a meeting of the ranked faculty to discuss the report and to vote on the recommendation of continuance of the current Department Chair. The vote shall be by secret ballot and shall contain the following two choices:
 1. The recommendation to the Dean shall be that the Department Chair be continued.
 2. The recommendation to the Dean shall be that the Department Chair not be continued.

The results of this vote shall be made known to the Department, the Department Chair, and the Dean of Arts and Sciences.

VI. RECOMMENDATION FOR APPOINTMENT OF THE DEPARTMENT CHAIR

A. Procedure for Recommending Appointment of a Department Chair

When it becomes apparent that the position of Department Chair will become vacant, it is recommended that the procedures given herein be followed.

1. Chair Search Committee

A Chair Search Committee shall consist of at least four ranked faculty members, with at least one elected from mathematics and one from mathematics education plus any additional members determined in consultation with the dean. The remaining two members shall be elected at large from the ranked faculty. A candidate for Department Chair cannot serve on the Chair Search Committee. Vacancies on the committee will be filled through the stated election process.

2. Duties of the Chair Search Committee

The Chair Search Committee elects its own chair and sets its own procedures under the following guidelines:

- a. Contact the Administration to see if funds are available to consider candidates from outside the University.
- b. Solicit eligible applicants from within the Department, and if funds are available, seek applicants from outside the University and advertise the vacancy throughout the mathematical community.
- c. Provide information concerning applicants to the faculty.
- d. Solicit opinions from the ranked faculty by holding open hearings to discuss the relative strengths and weaknesses of the applicants.
- e. Conduct interviews of the applicants. If an applicant is from outside the University, a vote approving of the visit shall be obtained from the ranked faculty before asking the Dean to approve extending an invitation to visit.
- f. Make recommendations to the ranked faculty, with supporting statements, as to their choice of the two or more best qualified applicants.
- g. Submit to the Dean a ranked list containing at least two candidates, selected by the ranked faculty from the list compiled by the Search Committee. To be included on the list submitted to the Dean, a candidate must have received the support of a simple majority of the ranked faculty.

B. Procedure for Recommending a Department Chair with a Specified Term

1. Recommendations of candidates for Department Chair with a specified term may be made in the event that the current Department Chair receives temporary relief of duties (e.g., illness, sabbatical leave) or in the event that the position should be vacant and the Department may be conducting or preparing to conduct a search for a new Department Chair. The term of this office will normally not exceed one year.

2. The candidates to be recommended to the Dean for the position of Department Chair with a specified term shall be selected from within the Department and shall hold the rank of associate or full professor.
3. The selection procedure shall follow the general framework given in Section A of this article, but with the following restrictions:
 - a. The EC shall serve as the Search Committee.
 - b. A simple majority vote of the ranked faculty members will suffice to select candidates to be recommended to the Dean.

VII. APPOINTMENT AND REAPPOINTMENT OF FACULTY

A. Appointment of Traditionally Ranked Faculty

In March of each year, the EC will solicit proposals from the faculty for staffing requests. As background, the proposals should project staffing needs with rationale for the next three years. The EC will then hold a department hearing to discuss the staffing requests and to respond to questions. 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 will share and discuss the proposals with the Dean.

During the year, the Department Chair shall keep the ranked faculty informed on the status of available positions and on the availability of candidates. The Department Chair shall make available to the ranked faculty the vitae, letters of recommendation, and other pertinent information about any candidate under serious consideration for an announced position vacancy and, whenever feasible, shall arrange for an on-campus interview.

B. Appointment of Faculty Specialists

The department faculty have the right to make timely recommendations to the Department Chair regarding Faculty Specialist positions. These positions shall be limited to the testing, coordination, curriculum development, and teaching of courses that are neither core courses for any mathematics major, nor have as prerequisites any such core courses. Vacancies shall be filled by the same search procedure used for traditionally ranked positions. Candidates for Faculty Specialist positions are not evaluated on their research record. Candidates for Faculty Specialist positions must have successful teaching experience at or above the level of the relevant course(s), and must have a minimum of a Master's degree to be eligible for an entry level Faculty Specialist position. (Additional educational criteria may be required for promotion to the level of a Master Faculty Specialist, e.g., a Ph. D.) Candidates for Faculty Specialist positions must demonstrate a potential for leadership in the area of the relevant supervisory duties (e.g., direction and coordination of instructors, testing, etc.). Further criteria for the appointment of Faculty Specialists may be required, depending upon the nature of the position.

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 will be reviewed as if he/she were an applicant for a vacant position of the appropriate type.

For each faculty search (Faculty Specialist positions included) to be conducted, the Department Chair, in consultation with the EC, recommends at least three faculty members to serve on a Search Committee. The Search Committee shall make a recommendation to the Department Chair on the hiring of ranked faculty. Prior to any recommendation, the Search Committee shall (1) make reasonable efforts to inform ranked faculty about candidates' qualifications, (2) invite opinions on candidates' qualifications from individuals and specialty groups, and (3) promote open discussion and deliberation concerning hiring of ranked faculty.

C. Appointment of Term and Part-Time Faculty

One-year renewable-term appointees and part-time faculty will be hired by the Department Chair in accordance with the needs of the Department. In accordance with the Agreement, the Department Chair will seek recommendations of department faculty with regard to such appointments. The tenure committee will evaluate term appointees during spring semester and recommendations regarding reappointment will be given to the Department Chair. Consecutive term appointments shall not exceed five years.

In the event an unexpected vacancy occurs after the approval of the current statement of staffing needs, and the EC determines that the vacancy should be filled with a replacement from the same general area, the EC may recommend an amendment to the statement of needs.

D. Alternate Academic Year Appointments

Upon notification by Western of an intended application of an Alternate Academic Year Appointment within the department, unit faculty will vote on the support of the application. A two-thirds majority of those voting is required for recommendations to be forwarded to Western. The result of the vote will also be communicated, in writing, to Western.

VIII. EVALUATION OF TENURE-TRACK FACULTY

A. Evaluation of Professional Competence and Other Professional Duties

An overall goal for the evaluation and mentoring of ranked faculty is to enhance teaching and other professional services at the University.

1. Pre-tenured Faculty

a. Student Ratings

For promotion and tenure, student ratings should not be the sole source of information about teaching effectiveness and it is the ranked 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.

1. During the probationary period, pre-tenured ranked 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.
2. The campus-wide student ratings instrument will be used.
3. Summary student rating data shall be entered into the pre-tenured faculty member's personnel record, with the original student rating sheets being returned to the ranked faculty member.
4. A pre-tenured faculty member who feels that there are errors, inaccuracies, or unfair biases in a numerical summary may submit to the EC a summary prepared by him/herself. All such summaries shall be placed in the faculty member's personnel record.

b. Classroom Observations

During the probationary period, pre-tenured faculty shall be observed teaching at least once per year by at least one tenured faculty in the Department who is not the pre-tenured faculty's mentor (the Department recommends that at least two tenured faculty other than the mentor observe and that there be at least one observation per semester). The date/time of each classroom visit shall be determined by mutual agreement between the pre-tenured faculty and the tenured faculty. Assignment of tenured faculty to conduct the observations will be made by the Chair in consultation with the pre-tenured faculty. This normal procedure continues for the entire probationary period unless the option in Article 16.3.3.1.2 is exercised. Having a variety of tenured faculty who have observed the pre-tenured faculty's teaching throughout the entire probationary period will lead to a more informed discussion of the candidate's professional competence.

For each observation conducted by tenured faculty other than the mentor, a conference between the pre-tenured faculty and the observer(s) shall be scheduled at a mutually agreed upon time/date. At the conclusion of the conference, the observer(s) is responsible for writing a report that includes three things: 1) the pre-tenured faculty's particular strengths; 2) areas of concern (both from the perspective of the pre-tenured faculty and the observer) and/or foci of continued growth; and 3) suggestions for optimizing the pre-tenured faculty's contribution to the department's teaching mission. Copies of the report shall be given to the department chair and the pre-tenured faculty. As per the Agreement, the department chair shall schedule a conference with the pre-tenured faculty member to discuss the report. The report will be entered into the pre-

tenured faculty member's personnel file for use in tenure and promotion reviews. The observed faculty member shall have the right to append a response to the report at the time that it is entered into the personnel file.

c. Department Tenure and Promotion Reports

Peer evaluation in the form of tenure and promotion reports shall be conducted by the Department Tenure Committee (DTC) and the Department Promotion Committee (DPC). (The procedures followed by those committees are specified in other portions of the Departmental Policy Statement.)

d. Self-Evaluation

1. Every pre-tenured faculty member may, in any year, complete a self-evaluative narrative report during the probationary period and submit it to the Chair for inclusion in their personnel file. Faculty are encouraged to complete such a self-evaluation in years 4 and 6.
2. Every pre-tenured faculty member shall complete no later than October 15 a Professional Activity Report (PAR) based on a form approved by the Dean of Arts & Sciences.
3. Every pre-tenured faculty member shall update their vita no later than October 15 in the first year of their employment at Western Michigan University and the first year of every new contract Agreement thereafter.

2. Tenured Faculty

a. Student Ratings.

1. Student ratings shall be conducted in each class taught by a tenured faculty member in at least one semester of each academic year (to be determined by the tenured faculty member).
2. The campus-wide student ratings instrument will be used.
3. Summary student rating data shall be entered into the tenured faculty member's personnel record, with the original student rating data sheets being returned to the tenured faculty member.
4. A tenured faculty member who feels that there are errors, inaccuracies, or unfair biases in a numerical summary may submit to the EC, a summary prepared by him/herself. All such summaries shall be placed in the appropriate file(s).

b. Classroom Visitations

Once a faculty member has tenure, no further classroom visitations are required.

c. Department Promotion Reports

Peer evaluation in the form of a promotion report shall be conducted by the DPC. (The procedures followed by that committee are specified in another portion of the Departmental Policy Statement.)

d. Self-Evaluation

1. Every tenured faculty member shall complete no later than October 15 a Professional Activity Report (PAR) based on a form approved by the Dean of Arts & Sciences.
2. Every tenured faculty member shall update their vita no later than October 15 in the first year of their employment at Western Michigan University and in the first year of every new Agreement thereafter.

B. Evaluation of Professional Recognition and Services to the Profession

Criteria for the evaluation of ranked 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.

As part of a final tenure review or promotion recommendation, an external review of professional recognition may be requested by the DTC, the DPC, the Chair, or the candidate. Articles in the Agreement provide the timetable for conducting the external review.

IX. POLICY ON MENTORS

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. While serving as mentor, mentors are not involved in any evaluative observations of the new faculty member's teaching and their feedback to their mentee will not be part of his/her personnel record.

The EC will assign a mentor to each newly hired faculty who is in the probationary period for tenure. It is expected that a mentor should be tenured and hold the rank of associate or full professor. It is also desirable that the mentor and the mentee share professional interests, although it is understood that this cannot always be guaranteed. Ordinarily, the mentor will be assigned for the first two years of a new faculty member's employment at WMU, but the relationship may be continued at the request of the mentee or the direction of the DTC. Either the mentor or the mentee may request that a new mentor be assigned if either feels that a change would be beneficial.

During the first two years in the probationary track, faculty should have at least one classroom visitation per year conducted by their mentor (preferably one each semester). The date/time of each classroom visit shall be determined by mutual agreement between the new faculty member and his/her mentor. There shall be no unscheduled classroom visitations.

For each visitation conducted by the mentor, the mentor shall schedule a conference with the mentee to discuss their teaching, make suggestions for improvement, and discuss the mentee's concerns. No record of these discussions shall be entered into the mentee's personnel file.

X. DEPARTMENTAL TENURE POLICY AND PROCEDURES

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

A. Departmental Tenure Committee

The Departmental Tenure Committee (DTC) shall consist of the department's tenured faculty members.

1. Early in every Fall Semester the Department Chair, in consultation with the EC, shall appoint one of the full professors in the department to serve as Chair of the DTC for a term of one year. An associate professor may be appointed if no full professors are available. The Chair of the Department shall convene the first meeting of the DTC. The Chair of the DTC shall call and preside over all other meetings of the DTC. A quorum for the DTC shall be two-thirds of the membership. In determining the basis for a quorum, those faculty members on leave of absence, sick leave, or sabbatical leave shall not be included. In addition, those faculty on an alternate year appointment and whose appointment includes no assigned duties for the semester of the meeting shall not be included in determining a basis for a quorum for that meeting. All issues shall be decided by a simple majority of those present and voting.
2. For each candidate with less than one year in the probationary period, the Chair of the DTC shall appoint a three-member subcommittee of the DTC to meet with the candidate during the Spring semester. If possible, the members should be the mentor (Section IX) and the two faculty assigned to observe the candidate for that year (Section VIII. A. 1. b.). The purpose of this meeting shall be for the committee members and the candidate to discuss, in an informal setting, the tenure process, departmental expectations, and any concerns that the candidate may wish to raise.
3. For each candidate with one or more years in the probationary period, the Chair of the DTC shall appoint two DTC members, appropriate to the candidate's specialty area, to prepare a preliminary report with recommendations. The report and recommendations are to review the candidate in the areas listed in Section B (Criteria for Tenure Evaluations) of this article and are to be submitted to the Chair of the DTC. As per the Agreement, reports from reviews during the second, fourth, and sixth years of appointment shall be automatically forwarded to the Chair and become a part of the normal tenure review process conducted by the Chair, the Dean, and the Provost. Additional reviews may be required by the letter of appointment or may be called for as part of the tenure review process. As a courtesy to candidates in years three and five of their probationary period, the DTC may prepare a tenure evaluation that will be shared with the candidate and included in the department level tenure file for the candidate. Unless specifically requested by the candidate in writing, courtesy reviews will

not be forwarded for review above the department level.

4. Each candidate, for whom a report and recommendation is to be compiled, may choose to release all, some, or none of the documents in his/her official personnel file to the DTC. The candidate may provide additional documents or written presentations to the DTC. All information collected on a candidate shall be available for review by members of the DTC at least one week prior to any meeting scheduled to discuss that candidate.
5. As allowed in the Agreement, the DTC calls for external reviews regarding professional recognition of any candidate in their final probationary year. While the Department envisions collegial discussions on this matter between the candidate, faculty (including the DTC Chair), and the Department Chair, which may involve informal discussions not detailed below, the following formal procedure for external reviews will be followed:
 - a. The recommended minimum number of external reviews is four.
 - b. As per Article 5.5.1 Section 17 of the Western/WMU-AAUP contract, the candidate and the chair of the DTC shall identify the names of the recommended number of mutually acceptable external reviewers. In Section 5.5.2 of Article 17 of the Western/WMU-AAUP contract, annual deadlines are specified for the last date for an external review to be called. By that date at the latest, the candidate shall submit a list of four to six names of potential external reviewers to the DTC chair. This list shall be used to initiate the formal process for the candidate and the DTC chair to identify a mutually acceptable list of external reviewers.
 - c. Article 17, Section 5.5.2 of the Western/WMU-AAUP contract also specifies annual deadlines for the candidate and the DTC chair to submit a list of external reviewers to the Department Chair. By one week prior to that date, the DTC Chair shall respond by letter to the candidate, with a list of external reviewers, a brief narrative explaining the rationale for the names chosen, and a signature line for the candidate to indicate he/she accepts, or declines to accept, the proposed list. A copy of this letter shall be sent to the Department Chair and made available to any DTC member upon request. If this letter represents a final mutual agreement on external reviewers between the candidate and the DTC Chair, it should be so signed by the candidate and returned to the DTC Chair for forwarding to the Department Chair. If this letter does not represent a final mutual agreement between the candidate and the DTC Chair as to a list of mutually acceptable external reviewers, the candidate shall sign the letter indicating his/her decline, and return this to the DTC Chair. Subsequently, in keeping with the process outlined in Article 17, Section 5.5.1 of the Western/WMU-AAUP contract, if the candidate and the DTC Chair are unable to reach agreement on the recommended reviewers, each will be responsible for identifying an equal number of reviewers until the recommended number has been obtained. These recommendations should then be forwarded to the Department Chair by the aforementioned deadline from the Western/WMU-AAUP contract.
 - d. While a minimum number of four external reviews is recommended, the candidate and the DTC Chair, in consultation, may elect to request more than four external reviews.

This may be formally requested by the candidate when submitting names of potential reviewers to the DTC Chair, or by the DTC Chair in his letter of response to the candidate. However, if the candidate and DTC Chair are unable to agree on a list of reviewers, then each will be responsible for identifying an equal number of external reviewers until the recommended minimum of four has been obtained, as per the process outlined in item 5(c) above.

- e. In any aspect not otherwise explicitly addressed above, the process for external review shall follow Section 5.5 of Article 17 of the Western/WMU-AAUP contract.
6. In the case of a candidate for tenure who is not in the first or final probationary year, the DTC shall first vote to determine whether to recommend continuation or termination of the appointment; if the recommendation is to continue the appointment, a second vote will be taken to determine if the continuation shall be with or without conditions. For a candidate in the final probationary year, only one vote will be taken to determine whether to recommend tenure or non-renewal.
7. The Chair of the DTC shall provide written notification to each candidate of the DTC's positive or negative recommendation and the candidate shall have the right to appeal the recommendation within the timetable imposed by the Agreement. The Appeals Committee is defined in Section D of this article.
8. In the case of an Annual Performance Review of a ranked faculty member not eligible for tenure, the DTC shall recommend whether the appointment should be renewed, if a vacancy exists.

B. Criteria for Tenure Evaluations

In addition to the tenure criteria stated in the Agreement, the departmental evaluation may 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. Curriculum: new course development and improvement of existing course content.
 - c. Supervision: directing Ph.D. dissertations, serving on Ph.D. dissertation committees, directing student projects (including undergraduate research and honors theses) and successful coordination of multi-sectioned courses.
 - d. Assessment: innovations in assessment of student understanding or overall course or program 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; general willingness and helpfulness in the department; consistency of the person's expertise with departmental needs and goals; contributions to the mission of any major program area of which the candidate is a member; and performance of the person's departmental duties and/or the discharge of departmental responsibilities.

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.
- c. Service: serving as an external evaluator of a doctoral dissertation, supervising research of graduate students (other than the student's dissertation), 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 in the mathematical sciences.

3. Professional Service

- a. Department: participation in committees, academic advising, serving as advisor to SCMATA or Pi Mu Epsilon, 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 mathematical, academic, or other scholarly enterprises.

C. Application and Relative Importance of the Tenure Criteria

The DTC shall use the evaluative terms outstanding, substantial, significant, and satisfactory in all final tenure reports. The DTC may also use these terms in any other reports.

In weighting the tenure criteria for traditionally ranked faculty, the department rates professional competence and professional recognition as approximately equal in importance. It is expected that any such candidate for final tenure will have given evidence of substantial achievement in both competence and recognition or outstanding achievement in one and significant achievement in the other. With regard to professional service, it is expected that the candidate will 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 will have given evidence of outstanding achievement in professional competence and satisfactory contributions in professional service or substantial achievement in both professional competence and professional service.

D. Appeals

In accordance with the WMU-AAUP Agreement, any candidate for tenure has the right to appeal the recommendation of the DTC.

The DTC shall have an Appeals Committee consisting of the Chair of the DTC and the tenured faculty members of the EC (excluding ex-officio members).

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

XI. DEPARTMENTAL PROMOTION POLICY AND PROCEDURES

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

A. Departmental Promotion Committee

The Departmental Promotion Committee (DPC) shall consist of the department's faculty members holding a rank of faculty specialist II, master faculty specialist, assistant professor, associate professor, or full professor. Only those faculty holding rank at or above the rank sought by a candidate for promotion are eligible to participate in the recommendation process for that candidate.

1. Early in every Fall Semester the Department Chair, in consultation with the EC, shall appoint one of the full professors in the department to serve as Chair of the DPC for a term of one year. The Chair of the Department shall convene the first meeting of the DPC. The Chair of the DPC shall call and preside over all other meetings of the DPC. A quorum for the DPC or any subset of the DPC shall be two-thirds of the eligible membership. In determining a basis for a quorum, those faculty members who are on leave of absence, sick leave, or sabbatical leave shall not be included. In addition, those faculty members on an alternate year appointment and whose appointment includes no assigned duties for the semester of the meeting shall not be included in determining a basis for a quorum for that meeting. All issues shall be decided by a simple majority of those present and voting.
2. For each candidate for promotion to faculty specialist II, master faculty specialist, associate professor, or full professor, the Chair of the DPC shall appoint two eligible members of the DPC, appropriate to the candidate's specialty area, to prepare a preliminary report with recommendations. The reports and recommendations are submitted to the Chair of the DPC for review of the candidates in the areas listed in Section B of this article.
3. Each candidate may choose to release all, some, or none of the documents in his/her official personnel file to the DPC. The candidate may provide additional documents or written information to the DPC. All information collected regarding a candidate shall be available for review by eligible members of the DPC at least one week prior to any meeting scheduled by the DPC to discuss that candidate.
4. As allowed by the Agreement, the DPC calls for an external review regarding professional recognition of each candidate. The procedure shall be as follows:
 - a. The recommended minimum number of external reviews is four.
 - b. As per Section 3.9.1 Article 18 of the WesternWMU-AAUP Agreement, the candidate and the chair of the DPC shall identify the names of the recommended number of mutually acceptable external reviewers. In Section 3.9.2 of Article 18 of the Agreement, annual deadlines are specified for the last date for an external review to be called. By that date at the latest, the candidate shall submit a list of four to six names of potential external reviewers to the DPC Chair. This list shall be used to initiate the formal process for the candidate and the DPC Chair to identify a mutually acceptable list of external reviewers.
 - c. Article 1, Section 3.9.2 of the Western/WMU-AAUP Agreement also specifies annual deadlines for the candidate and the DPC Chair to submit a list of external reviewers to the Department Chair. By one week prior to that date, the DPC Chair shall respond by letter to the candidate, with a list of external reviewers, a brief narrative explaining the rationale for the names chosen, and a signature line for the candidate to indicate he/she accepts, or declines to accept, the proposed list. A copy of this letter shall be sent to the Department Chair and made available to any DPC member upon request. If this letter represents a final mutual agreement on external reviewers between the candidate and the

DPC Chair, it should be so signed by the candidate and returned to the DPC Chair for forwarding to the Department Chair. If this letter does not represent a final mutual agreement between the candidate and the DPC Chair as to a list of mutually acceptable external reviewers, the candidate shall sign the letter indicating his/her decline, and return this to the DPC Chair. Subsequently, in keeping with the process outlined in Article 17, Section 5.5.1 of the Agreement, if the candidate and the DPC Chair are unable to reach agreement on the recommended reviewers, each will be responsible for identifying an equal number of reviewers until the recommended number has been obtained. These recommendations should then be forwarded to the Department Chair by the aforementioned deadline specified in the Agreement.

- d. While a minimum number of four external reviews is recommended, the candidate and the DPC Chair, in consultation, may elect to request more than four external reviews. This may be formally requested by the candidate when submitting names of potential reviewers to the DPC Chair, or by the DPC Chair in his letter of response to the candidate. However, if the candidate and DPC Chair are unable to agree on a list of reviewers, then each will be responsible for identifying an equal number of external reviewers until the recommended minimum of four has been obtained, as per the process outlined in item 4(d) above.
 - e. In any aspect not otherwise explicitly addressed above, the process for external review shall follow Section 3.9 of Article 18 of the Agreement.
5. All voting on recommendations for promotion shall take place by secret ballot.
 6. The Chair of the DPC shall provide, within the timetable imposed by the Agreement, written notification to each candidate of the recommendation made by the DPC. The Appeals Committee is defined below in Section D of this article.
 7. As per Article 18, Section 2.3 of the Western/WMU-AAUP, faculty desiring an early promotion review shall notify the department chair in writing no later than Feb. 1 of the proceeding academic year. The department chair shall in turn notify the DPC.

B. Criteria for Promotion Evaluations

In addition to the promotion criteria stated in the Agreement, the departmental evaluation may 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. Curriculum: new course development and improvement of existing course content.

- c. Supervision: directing Ph.D. dissertations, serving on Ph.D. dissertation committees, directing student projects (including undergraduate research and honors theses) and successful coordination of multi-sectioned courses.
- d. Assessment: innovations in assessment of student understanding or overall course or program 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; general willingness and helpfulness in the department; consistency of the person's expertise with departmental needs and goals; contributions to the missions of any major program area of which the candidate is a member; and performance of the person's departmental duties and/or the discharge of departmental responsibilities.

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 program area of which the candidate is a member.
- c. Service: serving as an external evaluator of a doctoral dissertation, supervising research of graduate students (other than the student's dissertation), 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 in the mathematical sciences.

3. Professional Service

- a. Department: participation in department committees, academic advising, serving as advisor to student organizations (SCMATA and Pi Mu Epsilon), 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 mathematical, academic, or other scholarly enterprises.

C. Application and Relative Importance of Promotion Criteria

The DPC shall use the evaluative terms presented in the Agreement (outstanding, substantial, significant, satisfactory) in all promotion reports.

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

For promotion to associate professor, it is expected that the candidate will have given evidence of substantial achievement in both competence and recognition, or outstanding achievement in one and significant achievement in the other. With regard to professional service, it is expected that the candidate will have made satisfactory contributions in one of the three categories (Department, College/University, and Community).

For promotion to full professor, the candidate must have:

- i. achieved outstanding professional recognition and a satisfactory record of professional competence; or
- ii. achieved outstanding success in professional competence and gained substantial professional recognition; or
- iii. gained substantial professional recognition, a satisfactory record of professional competence, and rendered significant professional service.

D. Appeals

In accordance with the Agreement, any candidate for promotion has the right to appeal the recommendation of the DPC.

The DPC shall have an Appeals Committee, consisting of the Chair of the DPC and those unit faculty members of the EC whose rank is higher than the appealing candidate.

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

E. Representation on the College Promotion Committee

When necessary, the EC shall solicit nominations from the tenured full professors to fill the position as the department's representative to the College Promotion Committee. The names of those nominated, and agreeing to serve, shall be voted on by the ranked faculty. The nominee receiving the highest number of votes shall be appointed to serve a three-year term on the CPC.

XII. SABBATICAL LEAVE

A. Departmental Sabbatical Leave Committee

The Departmental Sabbatical Leave Committee (DSLCL) shall consist of the faculty members of the EC, excepting those on the EC who are currently submitting applications for sabbatical leave. If, by this exclusion, the DSLCL is reduced to fewer than three individuals, the tenured faculty of the Department shall be asked to select additional department members who are not applying for sabbatical leave to bring the DSLCL to a membership of three for that year.

B. Criteria for Sabbatical Leave Proposals

Proposals for sabbatical leave shall be reviewed by the DSLCL 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

C. Application

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

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.

D. Selection and Recommendations

The procedures used by the DSLC to make its recommendations shall be the following:

The DSLC shall review each proposal relative to the criteria of Section B of this article. If appropriate, the DSLC will provide feedback to the applicant regarding ways to improve the proposal. Should the DSLC decide that a redrafted proposal is still unacceptable, the applicant may appeal to the Department Chairperson. A proposal that is judged unacceptable will not be

sent forward.

When the DSLC transmits its recommendations in ranked order to the Department Chairperson, it shall concurrently inform each applicant in writing of its recommendation regarding the applicant's proposal, including priority order.

The DSLC shall make its recommendation to the Department Chairperson by September 25.

E. Covering Loads

Covering the loads of the individual(s) on sabbatical leave shall conform to the following principles:

1. The primary responsibility of the Department is to its students. Schedule adjustments should be made so that students' needs are met and optimal instruction is maintained.
2. The teaching load of faculty on sabbatical leave should be covered primarily by term appointments and visiting appointments.
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 should share the non-teaching responsibilities of the faculty on leave.

XIII. FACULTY WORKLOAD GUIDELINES

A. Intent

The Department of Mathematics, in pursuit of excellence in instruction, programs, and contributions to the profession, intends in this article to recommend procedures designed to distribute the responsibilities of the Department in a fair and equitable way, while taking into account the diverse tasks required of departmental faculty. The Department Chair, in consultation with the EC, is responsible for making faculty workload assignments. The workload for ranked faculty who are not faculty specialists is considered to be twenty-four credit hours of regularly-scheduled courses, or their equivalent, in an academic year. For faculty specialists, the maximum full-time workload shall be thirty credit hours of regularly-scheduled courses, or their equivalent, in an academic year.

In adopting this policy statement, the Department seeks to accomplish the following objectives:

1. Provide fair distribution of the workload.
2. Provide balance among teaching, research, and governance responsibilities.
3. Provide for full and effective service from all ranked faculty.
4. Conform to the Agreement between WMU and the AAUP.

B. Ranked Faculty Workload

The normal faculty workload shall be consistent with the WMU-AAUP Agreement. The Department faculty recognizes the need for differentiated work assignments due to the diverse nature of its responsibilities. The policy of the Department is to make faculty workload assignments that not only reflect instructional activities, but also recognize engagement in research and creative activities, or activities in other workload areas, that cannot be accommodated by a shift in non-teaching duties. Activities in the following areas shall be a basis for determining a faculty member's workload:

1. Instruction
2. Program Advising
3. Scholarly activities
4. Service to the Department
5. Service to the University
6. Service to the profession and beyond

Given the importance of each of these areas to the University's mission, care must be taken that quality of work is not threatened by work overloads. In this spirit, the following examples are given to provide some guidance to the Chair in determining credit hour equivalents for various workload assignments. These examples are meant to be illustrative and, as such, are not meant to limit the Chair in consideration of other work duties that may not be mentioned. As a general guideline, one credit hour of work related activity is equivalent to approximately 45 hours of work time during a 15-week semester.

1. Instruction

Each credit hour of regularly assigned teaching shall count as one credit hour toward the fulltime workload.

In addition, as determined by the Chair, adjustments of classroom teaching loads of 1 to 3 credit hours shall be available:

to those who are teaching large lecture classes and/or supervising non-faculty instructors of the break out sections associated with such classes,

to those who are chairing one or more active doctoral dissertations,

The Chair may make a commensurate adjustment of workload when ranked faculty are engaged in any of the following instructional activities.

- a. graduate-level instruction (1 credit hour for each graduate course)
- b. new preparation (1 credit hour for an undergraduate course and 2 credit hours for a graduate course)
- c. three or more course preparations (2 to 3 credit hours depending upon level(s) of

- courses)
- d. directing independent research projects, for example an Honors College thesis, or supervising independent study (0.5 to 2 credit hours)
 - e. directing seminars (0.25 to 1.5 credit hours)
 - f. preparation and grading of required Program exams (0.25 to 1.0 credit hours)
 - g. mentoring teaching within the department (0 to 1.0 credit hours)
 - h. supervising teaching assistants and instructors (0 to 1.0 credit hours)

If appropriate, the Chair may provide additional support services (such as teaching assistants or paper graders) in lieu of an adjustment to workload credit hour equivalents.

2. Program Advising

This area includes program advising, supervising, mentoring, and consulting with students. All ranked faculty are expected to share a reasonable amount of advising (up to 20 undergraduate or 4 graduate advisees) within the Department. If a faculty member serves as program advisor to more students, the Chair may assign 0.25 to 0.5 credit hours toward the workload for each additional 5 (or fewer) undergraduate or 1 graduate advisee.

3. Scholarly Activities

In addition to the authoring of professional publications, this area includes grant-funded research, grant-related research and undesignated research. These are activities intended for presentation in the public domain. This area also includes both internal and external consulting related to the professional activities of a faculty member.

In recognition of the fact that work of this nature cannot be accomplished casually and is a fundamental part of departmental, college, and university objectives, successful involvement in scholarly activities is one of the factors for which adjustments of classroom teaching loads shall be available. It is recommended that 1 to 6 credit hours, depending upon the extent of the work, be factored into the workload assignments of faculty who present evidence of successful involvement in scholarly activities.

When ranked faculty are working under an externally funded project, the number of credit hours toward workload for this activity shall be at least that stated in the agreement between the University and the funding agency; e.g., either a 25% buyout by the funding agency or a 25% university cost share should be reflected as at least 3 credit hours toward the total workload.

4. Service to the Department

All unit faculty are expected to attend and participate in department meetings and to share a reasonable amount of necessary departmental committee work. Committee assignments should be equitably distributed across the faculty.

As in other parts of the faculty workload, an inequitable distribution of committee

assignments can occur and guidelines for distinguishing between the maximum workload and overload are necessary.

All eligible faculty are expected to serve as members of the Department Tenure Committee and the Department Promotion Committee without having such work reflected in a workload total. Faculty asked to serve on or chair the Executive Committee, the Curriculum Committee, the Instruction Committee, the Assessment Committee, the Recruitment, Award, and Scholarship Committee, or any Ad Hoc committee formed by these standing committees, or by the Chair, may have such work reflected in their workload assignments (1 to 3 credit hours for membership or 2 to 4 credit hours for chairing depending upon the time commitment required to carry out the charge of the committee).

Work involving mentoring of junior faculty, providing technology support for teaching and research (which involves activities related to the acquisition, installation, and/or operation of appropriate technology), and coordinating a multi-section course are also considered service to the department. For faculty performing such duties, it is recommended that the Chair assign from 0.5 to 3 credit hours toward the semester workload. For faculty serving as advisors to student scholarly organizations within the department (e.g. Pi Mu Epsilon and ScMaTA) it is recommended that the Chair assign from 1 to 2 credit hours toward the semester workload.

5. Service to the University

Chairing or serving on significant and demanding college or University committees or councils or serving as faculty advisor to WSA student organizations may be factored into a workload assignment. It is recommended that the Chair assign 0.25 to 2 credit hours toward semester workload for each such assignment depending upon the extent of the work and time involved to carry out the charge of the committee, council, or organization.

6. Service to the Professional Community and Beyond

Service beyond the University may be rendered to the profession or to the local community. Examples of service may include serving as an officer of a professional organization or society (regional or national), or serving as an officer or board member of a community-oriented organization that is related to University outreach. Such service will be considered for a recommendation of workload redistribution (from 0.25 to 3 credit hours) if (a) it is in the best interests of the Department, the College, or the University that the work should be done, and (b) it can be documented that such service will be very demanding of the faculty member's time and effort.

C. Redistribution of Workload

1. Each year ranked faculty members may negotiate with the Chair the distribution of their workload for the upcoming academic year across the six major workload areas described in section B of this article.

2. Each ranked faculty member should be informed of his/her proposed assignment and should be given the opportunity to appeal to the Department Chair in writing. When a ranked faculty member asks to have a redistribution of their workload, evidence of current productivity and support for the redistribution must be included in the request. It is recommended that the Department Chair consult with the EC before determining whether the faculty member will be granted the redistribution. A faculty member filing for an appeal may also ask the EC to consider the request and formulate its own recommendation.
3. Ranked faculty may request that their scholarly activity be concentrated in one semester of the academic year.
4. At any point in time when unforeseen circumstances justify, a faculty member may ask the Chair to consider a redistribution of his/her workload.
5. When, in the opinion of the Chair, a ranked faculty member fails to meet his/her workload duties due to over commitments, the Chair will consult with the EC regarding a redistribution of the faculty member's workload.

XIV. TEACHING ASSIGNMENTS, COURSE OFFERINGS, AND CLASS SCHEDULES

A. Advanced Course Offerings

1. The faculty recommends that at least once a year the Department Chair request that the faculty make suggestions on advanced course offerings. As part of this request, the Department Chair should provide, if readily available, information about student requests, student needs, and the maximum number of courses that can be offered. Faculty shall then have the responsibility of discussing the matter with other colleagues. Recommendations for courses should, if possible, include the names of potential students.
2. The faculty further recommends that the Department Chair prioritize the requests, and direct the Curriculum Committee to incorporate those priorities into the 6-year plan of graduate course offerings.

B. Staffing of Advanced Courses

The faculty recommends that the Department Chair consider the following when making assignments of staff to advanced courses:

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

C. Scheduling

The faculty recommends that when making class schedules, the Department Chair should consider the following practices that have traditionally been observed.

1. At least once a year, faculty should be invited to express individual preferences of courses and times, and to state the relative importance of those preferences. Faculty may also request the following:
 - a. If their teaching load is at least three courses, that two of the courses coincide in preparation and/or subject matter.
 - b. Sequential courses be assigned during sequential terms (e.g., Math 1220 in the Fall might be followed by Math 1230 in Spring.)
 - c. A 5000 or 6000 level course should not be scheduled in the period immediately following another course.
2. Courses not requested by faculty to teach should be rotated among the faculty.
3. Tentative schedules should be circulated to the faculty and they should be invited to discuss them with the Department Chair. If possible, any requested modifications shall be made.

XV. POLICY ON SUMMER AND EXTENDED UNIVERSITY TEACHING

The faculty recommends that the Department Chair provide for equitable distribution of opportunities to teach in summer sessions and in Extended University courses. It is recommended that the Department Chair consult with the EC before determining the final teaching schedules for summer sessions.

In the fall semester, every faculty member completes a Summer Teaching Request Form indicating their preferences --- the summer session(s), number of credit hours, and preferred courses.

The operating principle is that those among the unit faculty who have requested summer teaching be offered one course each before anyone is offered a second course. Generally courses are offered first to unit faculty members in the appropriate area who are on continuing appointments. Preference is given to first and second year tenure-track faculty and then to those who have taught the fewest number of credit hours in the previous five years. Administrators or faculty on fiscal year appointments returning to regular faculty status are, for the purposes of this article, treated as if in their first year. In administering these procedures, the Department Chair shall keep in mind the needs of the students, since they must take precedence over other factors.

The faculty recommends that the Chair use the following guidelines in the determination of summer teaching assignments.

T-Scores:

Let N be the number of years a faculty member has been with the department, including the current academic year. The following table defines the T-score for a faculty member. A maximum of 6 credit hours for any single session will be counted in calculation of the T-Score.

N	T-Score
≥ 6	Number of credit hours taught in summer sessions during previous 5 calendar years
5	$(5/4)$ *Number of credit hours taught in summer sessions during previous 4 calendar years
4	$(5/3)$ *Number of credit hours taught in summer sessions during previous 3 calendar years
3	$(5/2)$ *Number of credit hours taught in summer sessions during previous 2 calendar years
1 or 2	Assign a T-score of -1

For faculty with appointments guaranteeing a summer full-time appointment, their T score will be frozen. They will use this value of T upon returning to the regular rotation after serving in the guaranteed status. Summer teaching outside the department's summer offerings will normally not affect T values.

Teaching Assignments:

The Department chair uses the T-scores to distribute summer teaching positions among those faculty who have requested them as follows:

- A. If more faculty have requested summer teaching than the number of available classes, first and second year tenure-track faculty are assigned one class each. The remaining classes are distributed by T-scores so that those faculty with the lowest T-scores are given preference.
- B. If the number of classes available exceeds the number of faculty who have requested summer teaching, but is less than the total number of requested assignments, then assign one class to each faculty member. The remaining courses are then assigned using the criteria described in step A.

The final summer offers are made by the Department Chair who has the authority to make exceptions to the above set of criteria and procedures. However the Department Chair will, if possible, discuss the proposed exceptions with the EC. The final summer assignments and a list of current T values will be available to the departmental faculty.

XVI. DEPARTMENTAL CRITERIA FOR APPOINTMENT TO THE GRADUATE FACULTY IN THE DEPARTMENT OF MATHEMATICS

All faculty members who hold Board appointments are eligible to be Members of the Graduate Faculty. Other individuals who are needed to perform specific functions of the Graduate Faculty may be approved as Associate Members of the Graduate Faculty.

Persons recommended as Members of the Graduate Faculty will hold a doctoral degree in Mathematics, Mathematics Education, or a related field. They are expected to have demonstrated recent research involvement and continuing commitment to research and professional development in Mathematics or Mathematics Education, and they are to have demonstrated teaching and/or professional experience. Evidence of research involvement must include significant publications of research articles in refereed journals or proceedings during the previous five years and/or being a principal investigator on an externally funded grant during the previous five years.

In addition, evidence of research involvement must include at least one of the following in the past five years: serving as reviewer and/or referee for professional journals, serving as an outside reader for Ph.D. dissertations, presenting invited addresses, directing or co-directing regional, national, or international conferences, participating actively (making presentations) in graduate seminars, presenting papers at conferences or professional meetings, demonstrating competence to teach a 5000- or 6000-level course, having experience as a consultant on substantive problems.

Persons not meeting the criteria for membership on the Graduate Faculty may be appointed as Associate Members to perform specified graduate level tasks, such as teaching graduate level classes, leading independent study, serving on thesis and dissertation committees, etc. Associate Members will not be eligible to chair thesis and dissertation committees. To be appointed for such purposes, evidence of qualifications to perform the stated tasks must be established. (Activities listed above provide support for such appointments.) An individual with less than a doctoral degree may be recommended as an Associate Member of the Graduate Faculty to offer training in a particular area of the discipline for which the individual has demonstrated competence by formal training or professional experience.

To serve as a dissertation advisor, a faculty member must have current membership in the Graduate Faculty and be currently active in the area of the proposed dissertation. The Department Chair, in consultation with the Associate Chair for Instruction and the Executive Committee, makes assignments as dissertation advisors.

The Department Chair in consultation with the Executive Committee shall make nominations for membership or associate membership in the Graduate Faculty using the timetable established by the Graduate College.

XVII. 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 EC for both the budget requests and the administration of the non-salary funds.

XVIII. PROCEDURE FOR MAKING RECOMMENDATIONS ON ANTICIPATED LAYOFFS

Upon notification by Western of any anticipated layoffs in the Department, the departmental unit faculty will consult with the Executive Committee of the Chapter concerning the contractual legality of the anticipated layoffs. Subsequently, the committee of full professors will meet to discuss the anticipated layoff situation and, if desired, elect a five-member subcommittee which will be charged with the following responsibilities.

- A. Determine the effects on departmental programs of the implementation of layoff procedures described in the Agreement.
- B. Draft a response to Western advising the administration of the effects on the Department and its programs of their proposed layoff decisions.
- C. Submit the proposed response to the full subcommittee of full professors for consideration.

After the text of the response has been approved by a two-thirds majority of those attending, the committee will communicate this response, in writing, to the appropriate Western officials.

XIX. POLICY ON DISPUTE RESOLUTION

Whenever department faculty have disputes within the Department (involving students, staff, other faculty, or administrators) every effort should be made by the parties involved to resolve the conflict informally. Failing this, the involved party (or parties) may, if possible, submit a formal statement of the dispute in writing to the Department Chair and/or the EC. If a member of the EC is party to the dispute, he/she shall withdraw from these considerations. Every attempt possible should be made by the Department Chair and/or the EC to resolve the dispute. A written response will be given by the Department Chair and/or the EC to all parties involved in the dispute. Those parties dissatisfied with the outcome of this internal departmental procedure may seek assistance from relevant university offices (e.g., Ombuds, CEDRS).

XX. POLICY ON AMENDMENTS

The EC shall review the Department Policy Statement (DPS) after each new Agreement between WMU and the AAUP is signed and they may review the DPS at any other time. The EC Chair will be the contact person for the departmental committee charged with writing/revising the DPS. Any suggestions for changes in the DPS shall channel through the EC to the unit faculty for consideration, and the EC may make recommendations to the Department.

Amendments to the DPS shall require approval of a majority of the unit faculty before submission to Western and the Chapter for approval. Proposed amendments to the DPS shall be submitted in writing to the unit faculty of the Department at least two working days prior to the unit faculty meeting at which a vote is scheduled to be taken. Modifications may be made at this meeting prior to the final vote.