SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION
WESTERN MICHIGAN UNIVERSITY

DEPARTMENTAL POLICY STATEMENT¹

April 2008, and as amended November 2008

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 makes recommendations to Western.

PREAMBLE

The faculty of the School of Public Affairs and Administration at Western Michigan University
recognizes the harmony of purpose between the university and the school. The faculty therefore
pledges to operate within the framework of any contract between Western Michigan University
(Western) and the American Association of University Professors (WMU-AAUP) and within the
framework of policies and agencies governing the College of Arts and Sciences and the
university.

The faculty of the school affirms its responsibility and commitment to instruction, research,
community service, and agencies of the school established to implement these obligations.

In consultation with the school director, the school faculty has the responsibility to recommend
direction for the discipline of public administration on the campus, including program,
personnel, budget, and curriculum matters.

THE SCHOOL

I. The school assembled is the source of recommendations in all departmental and
   substantive matters. The school assembled acts at regularly scheduled or special
   meetings or through its appropriately designated representatives, as specified in this
   policy statement.

II. Four classes of faculty are affiliated with the school:

   A. Core Faculty—Those traditionally-ranked, specialist, and term members of the
   Western/WMU-AAUP bargaining unit who participate in developing school
   curricula and programs, SPAA standing and/or ad hoc committees, and providing

¹ The SPAA Faculty and Director approved this consensus policy statement at the April 14, 2008 faculty meeting,
and approved amendments at the November 11, 2008 faculty meeting.
input to the dean on selecting or evaluating the director. All decisions pertaining to
the school and programs are the province of core faculty.

B. **Affiliate Faculty**—Those persons holding appointments in other departments or
schools who teach PADM courses or public administration-related courses offered by
other departments, but do not participate in developing school curricula and programs
and are not members of the SPAA standing and/or ad hoc committees. These persons
include those known, according to university policy, as “affiliate faculty.”

C. **Adjunct Faculty**—Those persons outside the university appointed by board action to
teach in programs administered by the school.

D. **Part-Time Faculty**—Those persons outside the university appointed on a part-time
basis to teach in programs administered by the school.

III. Only tenured members of the core faculty, whose home department is the SPAA, may
participate in and vote on tenure and promotion.

IV. The core faculty recommends that the director shall compile a list of core, affiliate,
adjunct, and part-time faculty by the beginning of each academic year. The list shall be
distributed to core faculty prior to October 1 each year.

V. The core faculty recommends that the director convene at least two faculty meetings each
semester. Participation at faculty meetings is limited to core faculty, unless others are
invited to the meeting by the director or core faculty. Invitees may participate in
discussions, but have no voting privileges at the meetings. Special faculty meetings may
be called by the director or by any three members of the core faculty with three days
notice. The faculty shall:

A. Discuss all important aspects of departmental business, including (but not limited to)
personnel, sabbaticals, leaves of absence, curriculum changes, scheduling, budgeting,
and other resource allocation issues.

B. Recommend recruitment priorities and assist in the recruitment of new faculty.

**DIRECTOR OF THE SCHOOL**

VI. The director is the executive administrator of the school.

VII. The faculty recommends that the director:

A. Provide leadership to the school in establishing school goals, developing curricula,
promoting teaching excellence and research, and providing guidance in personnel
matters.

B. Coordinate the activities and manage the business of the school.
C. Expand channels of communication within and beyond the school, college, and university.

D. Represent the school in discussions with officers and agencies of the university and the community.

E. Perform all other duties normally expected of a department chair at the university.

F. Appoint a MPA director and a Ph.D. director from the tenured core faculty.

G. Assume the role(s) of the MPA director and/or the Ph.D. director, when a tenured core faculty member has not been assigned as MPA director or Ph.D. director, or when the MPA director and/or the Ph.D. director is unable to perform the role.

H. Circulate to the core faculty a summary of the topics discussed and recommendations made at the faculty meeting.

I. Seek input from the core faculty when reviewing staff and part-time faculty.

VIII. The faculty recommends that, when the director is temporarily incapacitated, as many of his/her functions as the dean of the College of Arts and Sciences deems appropriate shall be exercised by a member of the core faculty selected by the dean in consultation with the core faculty.

IX. Whenever there is an unanticipated vacancy in the school directorship or whenever the dean, in consultation with the core faculty, determines that there shall be an advisory election, the core faculty shall recommend names to the dean for consideration.

A. The faculty recommends that, while the directorship is vacant, as many of his/her functions as the dean deems appropriate shall be exercised by a member of the core faculty selected by the dean in consultation with the core faculty.

B. With the death, resignation, or removal of the director, the core faculty shall recommend to, or consult with, the dean according to the policy of the college or the procedures established by the college.

SABBATICAL LEAVE POLICY

X. All applications for sabbatical leave shall be submitted to the director, within the timeframe noted in the Western/WMU-AAUP contract. The director shall submit a list of the applications with supporting materials to an ad hoc committee composed of tenured faculty from the School who are not requesting a sabbatical leave in the given year of review.

A. At a special meeting not later than ten days prior to the deadline for the Director to submit recommendations to the University, the ad hoc committee shall review the
B. The ad hoc committee shall make a recommendation of acceptance or denial on each application including, if necessary, a priority order among the applications. The committee shall forward the recommendation to the director of the School.

C. The director shall review the applications and the recommendation from the ad hoc committee and consider each application on its own merits, for the individual, and for the University.

D. The director shall make a recommendation of acceptance or denial on each application, including, if necessary, a priority order among the applications.

E. The director shall distribute his/her recommendation, with the director’s priority order, to the core faculty. A candidate whose application has been given a low priority may request a meeting with the director and submit additional information to support that appeal for reconsideration of the recommendation. The director shall provide his/her recommendation post any reconsideration, to the core faculty and to the University in accordance with the Western/WMU-AAUP contract provisions.

EVALUATION OF FACULTY AND STAFF

XI. The SPAA faculty recommends that the SPAA director conduct regular personnel evaluations of staff, part-time faculty, and term faculty.

TENURE COMMITTEE

XII. The school faculty hereby accepts as principle the professional obligation of all tenured core faculty to participate in the evaluation and recommendation of colleagues for tenure.

XIII. The Tenure and Continuation Committee (TCC) shall consist of all tenured faculty members not holding administrative appointments. When the school is unable to constitute a Tenure and Continuation Committee with at least a majority of traditionally ranked tenured faculty, the school director will consult with the college dean on appropriate policies and procedures.

A. A tenured, core faculty member shall be chair of the tenure and continuation committee.

B. The committee shall be convened by the director and thereafter meet on call by the chair of the committee.

C. In its deliberations concerning the review and tenure of tenure-track faculty, the committee shall abide by the Western/WMU-AAUP Agreement. In addition, the school wishes to supplement the agreement by recommending to the director, dean, and provost the following tenure criteria:
1. Professional Competence

   a. Although faculty members will have different strengths and competencies, evidence of acceptable teaching skills must exist because they are critical to the long-term success and viability of the school. Course evaluations are an acceptable method of documenting teaching performance; however, other materials provided by the candidate shall be considered as well.

   b. Student advising, dissertation committee work, MPA project paper work, and independent studies are appropriate evidence of professional competence.

   c. Ability to teach a broad range of courses within the school’s curriculum shall be considered.

   d. Due to the amount of time that is required for course preparation, the number of modalities in which courses are delivered shall be recognized.

   e. Since delivery of the Ph.D. courses and MPA curriculum in multiple locations is dependent on the core faculty’s willingness to teach courses at WMU’s regional sites, at night and/or during the weekends, the proportion of courses taught off-campus and at night and/or weekends shall be taken into consideration with the review of professional competence.

2. Professional Recognition. A faculty member’s work should require a high level of discipline-related expertise, be documented, have significance or impact in the discipline or profession, and have an element of peer support or review. Given the goals and objectives of the university and its mission, professional recognition criteria should emphasize:

   a. Publications in academic journals, books, and chapters in books that are appropriate to the multidisciplinary field of public administration. General journals as well as narrower topical journals shall be considered.

   b. Conference and professional meeting papers and presentations that are appropriate to our multidisciplinary field. The competitiveness of entry and evidence that some conference papers appropriate for publication in academic journals have been submitted for publication shall be recognized.

   c. Securing internal or external grants to assist in research and program development shall be rewarded but not demanded of probationary faculty.

   d. Consulting shall be considered when it requires a high degree of discipline-related expertise. Evidence of appropriate methods, peer review, effective presentation of results, and significance or impact shall be considered. Consulting shall be rewarded but not demanded of probationary faculty.

3. Professional Service
a. Appointment to public or nonprofit offices or political activity is professionally relevant for a member of the core faculty.

b. Active membership on a professional, public or nonprofit board or commission whose purposes are generally recognized as within the sphere of public administration is professionally relevant for a member of the core faculty.

c. The small size of the school’s tenured faculty creates higher than normal expectations that untenured faculty members serve on departmental, college, university, and WMU-AAUP committees. Service may therefore be given more weight as a tenure criterion when evidence exists that a heavy service load has been required of a candidate.

d. Consulting work of a professional nature at the local, state, national, or international levels is professionally relevant for a member of the core faculty.

4. Professional competence, professional recognition, and professional service are all required of each traditionally-ranked faculty member.

5. Faculty are encouraged to submit any documents that would be instructive to the review.

D. In its deliberations concerning the review and continuation of faculty specialists, the committee shall abide by the Western/WMU-AAUP Agreement. In addition, the school wishes to supplement the Agreement by recommending to the director, dean, and provost the following tenure criteria:

1. Professional Competence

a. Although faculty members will have different strengths and competencies, evidence of acceptable teaching skills must exist because they are critical to the long-term success and viability of the nonprofit concentration and certificate programs. Course evaluations are an acceptable method of documenting teaching performance; however, other materials provided by the candidate shall be considered as well.

b. Student advising, certifying competencies of students in the American Humanics Certificate program, serving as advisor for the American Humanics student organization, supervising capstone and MPA project paper work, conducting independent studies, and preparing graduation audit materials are appropriate evidence of professional competence.

c. Ability to teach undergraduate and graduate nonprofit administration courses shall be considered.

d. Due to the amount of time that is required for course preparation, the number
of modalities in which courses are delivered shall be recognized.

e. Since delivery of the MPA curriculum in multiple locations is dependent on the faculty specialist’s willingness to teach courses at WMU’s regional sites, at night and/or during the weekends, the proportion of courses that are taught off-campus and at night and/or weekends shall be taken into consideration with the review of professional competence.

2. Professional Service

a. Site visits and consulting with organizations in SPAA’s service area are professionally relevant for a faculty specialist.

b. Appointment to public or nonprofit offices or political activity is professionally relevant for a faculty specialist.

c. Active membership on a professional, public or nonprofit board or commission whose purposes are generally recognized as within the sphere of nonprofit administration is professionally relevant for a faculty specialist.

d. The small size of the school’s core faculty creates higher than normal expectations that core faculty members serve on departmental, college, university, and WMU-AAUP committees. Service may therefore be given more weight as a continuation criterion when evidence exists that a heavy service load has been required of a candidate.

3. Professional competence and professional service are both required of the faculty specialist.

XIV. The committee shall, at a minimum, review probationary traditionally-ranked faculty and faculty specialists in those years specified by the Western/WMU-AAUP Agreement.

A. Candidates for tenure and continuation shall be responsible for submitting to the director up-to-date files of relevant material, including vitae, and copies of publications, papers, syllabi, student and peer evaluation data, and any other exhibits candidates wish to have considered. The director and/or Tenure and Continuation Committee chair, upon request by the candidate, shall provide guidance on tenure file format.

B. Candidates shall be considered in alphabetical order.

C. All votes on tenure and continuation taken by the committee shall be by secret ballot and totals shall be recorded for transmittal to the director. A positive or negative recommendation to the director requires a majority vote by committee members. In the case of tie votes within the School Tenure and Continuation Committee, a record of the committee’s deliberations shall be forwarded to the chair without recommendation.
D. The Tenure and Continuation Committee shall inform the candidate of their recommendation in writing. The committee shall also inform the candidate of the appeal procedure in writing. Any candidate for tenure or continuation may appeal the tenure and continuation committee recommendation in writing to the tenure and continuation committee chair, who shall reconvene that committee to hear an appeal. Following reconsideration by Tenure and Continuation Committee members, the committee chair shall communicate to the director, in writing, the committee’s recommendation. The committee chair shall also inform the candidate for tenure or continuation, both orally and in writing, of the committee’s recommendation.

E. For all reviews, the committee shall submit a letter to the director about each candidate, stating reasons for recommending the granting or denial of tenure or continuation. The committee chair shall notify each candidate for tenure or continuation of the committee’s recommendation, both orally and in writing.

PROMOTION COMMITTEE

XV. The school faculty hereby accepts as principle the professional obligation of tenured core faculty to participate in the process leading to promotion within the school.

All tenured core faculty at or above the level being sought by the candidate will serve as the School Promotion Committee (SPC) for the candidate.

A. A tenured core faculty member shall be the SPC chair. The SPC chair shall be selected by the tenured core faculty.

B. The committee shall be convened by the director and thereafter meet on call by the chair.

C. In its deliberations concerning the promotion of Associate Professors, the Promotion Committee shall abide by the Western/WMU-AAUP Agreement. In addition, the school wishes to supplement the agreement by recommending to the director, dean, Western/WMU-AAUP, and provost the following promotion criteria:

1. Professional Competence

   a. Although faculty members will have different strengths and competencies, evidence of acceptable teaching skills must exist because they are critical to the long-term success and viability of the school. Course evaluations are an acceptable method of documenting teaching performance; however, other materials provided by the candidate shall be considered as well.

   b. Student advising, dissertation committee work, MPA project paper work, and independent studies are appropriate evidence of professional competence.

   c. Ability to teach a broad range of courses within the school’s curriculum shall be considered.
d. Due to the amount of time that is required for course preparation, the number of modalities in which courses are delivered shall be recognized.

e. Since delivery of the Ph.D. courses and MPA curriculum in multiple locations is dependent on the core faculty’s willingness to teach courses at WMU’s regional sites, at night and/or during the weekends, the proportion of courses that are taught off-campus and at night and/or weekends shall be taken into consideration with the review of professional competence.

2. Professional Recognition. A faculty member’s work should require a high level of discipline-related expertise, be documented, have significance or impact in the discipline or profession, and have an element of peer support or review. Given the goals and objectives of the university and its mission, professional recognition criteria should emphasize:

a. Publications in academic journals, books, and chapters in books that are appropriate to the multidisciplinary field of public administration. General journals as well as narrower topical journals shall be considered.

b. Conference and professional meeting papers and presentations that are appropriate to the multidisciplinary field of applied and/or theoretical public administration. The competitiveness of entry and evidence that some conference papers appropriate for publication in academic journals have been submitted for publication shall be recognized.

c. Securing internal or external grants to assist in research and program development shall be rewarded but not demanded of promotion candidates.

d. Consulting shall be considered when it requires a high degree of discipline-related expertise. Evidence of appropriate methods, peer review, effective presentation of results, and significance or impact shall be considered. Consulting shall be rewarded but not demanded of promotion candidates.

3. Professional Service

a. Appointment to public or nonprofit offices or political activity is professionally relevant for a member of the core faculty.

b. Active membership on a professional, public or nonprofit board or commission whose purposes are generally recognized as within the sphere of public administration is professionally relevant for a member of the core faculty.

c. The small size of the school’s tenured faculty creates higher than normal expectations that tenured faculty members serve on departmental, college, university, and WMU-AAUP committees. Service may therefore be given more weight as a promotion criterion when evidence exists that a heavy
service load has been required of a candidate.

d. Consulting work of a professional nature at the local, state, national, or international levels is professionally relevant for a member of the core faculty.

4. Professional competencies, professional recognition, and professional service are all required of each traditionally-ranked faculty member.

D. In its deliberations concerning the promotion of faculty specialists, the committee shall abide by the Western/WMU-AAUP Agreement. In addition, the school wishes to supplement the agreement by recommending to the director, dean, and provost the following promotion criteria:

1. Professional Competence

   a. Although faculty members will have different strengths and competencies, evidence of acceptable teaching skills must exist because it is critical to the long-term success and viability of the nonprofit concentration and certificate programs. Course evaluations are an acceptable method of documenting teaching performance; however, other materials provided by the candidate shall be considered as well.

   b. Student advising, certifying competencies of students in the American Humanics Certificate program, serving as advisor for the American Humanics student organization, supervising capstone and MPA project paper work, conducting independent studies, and preparing graduation audit materials are appropriate evidence of professional competence.

   c. Ability to teach undergraduate and graduate nonprofit administration courses shall be considered.

   d. Due to the amount of time that is required for course preparation, the number of modalities in which courses are delivered shall be recognized.

   e. Since delivery of the MPA curriculum in multiple locations is dependent on the faculty specialist’s willingness to teach courses at WMU’s regional sites, at night and/or during the weekends, the proportion of courses that are taught off-campus and at night and/or weekends shall impact the assessment of professional competence.

2. Professional Service

   a. Site visits and consulting with organizations in SPAA’s service area are professionally relevant for a faculty specialist.

   b. Appointment to public or nonprofit offices or political activity is professionally relevant for a faculty specialist.
c. Active membership on a professional, public or nonprofit board or commission whose purposes are generally recognized as within the sphere of nonprofit administration is professionally relevant for a faculty specialist.

d. The small size of the school’s core faculty creates higher than normal expectations that core faculty members serve on departmental, college, university, and WMU-AAUP committees. Service may therefore be given more weight as a promotion criterion when evidence exists that a heavy service load has been required of a candidate.

3. Professional competence and professional service are both required of each faculty specialist.

XVI. It is the responsibility of individual traditionally-ranked faculty and faculty specialists to provide relevant materials for promotion if they desire a promotion.

A. Candidates for promotion shall be responsible for submitting to the director up-to-date files of relevant material, including vitae, and copies of publications, papers, syllabi, student and peer evaluation data, and any other exhibits candidates wish to have considered. The director and/or Promotion Committee chair, upon request by the candidate, shall provide guidance on promotion file format.

B. Candidates shall be considered in alphabetical order.

C. All votes on promotion taken by the committee shall be by secret ballot and totals shall be recorded for transmittal to the director. A positive or negative recommendation to the director requires a majority vote by committee members. In the case of tie votes within the School Promotion Committee, a record of the committee’s deliberations shall be forwarded to the chair without recommendation.

D. The School Promotion Committee shall inform the candidate of their recommendation in writing. The committee shall also inform the candidate of the appeal procedure in writing. Any candidate for promotion may appeal the promotion committee recommendation in writing to the School Promotion Committee chair, who shall reconvene that committee to hear an appeal. Following reconsideration by the School Promotion Committee members, the committee chair shall communicate to the director, in writing, the committee’s recommendation. The committee chair shall also inform the candidate for promotion, both orally and in writing, of the committee’s recommendation.

COMMITTEES

XVII. There shall be the following standing committees in the school:

A. Tenure and Continuation Committee

B. Promotion Committee
C. MPA Committee

D. Doctoral Committee

E. Undergraduate Committee

XVIII. Other committees, ad hoc or standing, shall be established as the need arises.

A. The faculty may act as a whole via email and/or conference calls.

B. Standing committees shall be established by the core faculty and the director.

C. Ad hoc committees may be established by the core faculty or the director. The actions of all standing and ad hoc committees constitute advice and recommendation to the school faculty, the director, or college level committees such as the college promotion committee, whichever is appropriate.

MPA COMMITTEE

XVIV. The MPA Committee shall consist of the MPA advisor(s) and other core faculty members for a total of at least three members. The chair of the MPA Committee shall be one of the MPA advisors and may be the MPA director.

XX. The committee shall meet at least once each semester to review MPA programs administered by the school so that it may:

A. Recommend to the core faculty any substantive or procedural changes in MPA programs.

B. Maintain the MPA Handbook and webpage, which shall include all procedural rules for entering, participating in, and leaving MPA programs. All proposed, fundamental changes in the MPA Handbook and web page shall be recommended to the core faculty.

C. Meet within one month of each application deadline to review complete application files and determine the admissibility of applicants. The committee chair shall record the committee’s decisions and is responsible for informing the admissions office and the applicants of these decisions in a timely fashion, preferably within one week.

DOCTORAL COMMITTEE

XXI. The Doctoral Committee shall consist of the Ph.D. director and other core faculty members for a total of at least three members. The chair of the Doctoral Committee shall be the Ph.D. director.

XXII. The committee shall meet at least once each semester to review doctoral programs administered by the school so that it may:
A. Recommend to the core faculty any substantive or procedural changes in this program.

B. Maintain the Doctoral Handbook and webpage, which shall include all procedural rules for entering, participating in, and leaving the doctoral program. All proposed, fundamental changes in the Doctoral Handbook and webpage shall be recommended to the core faculty.

C. Review applications, interview applicants, and recommend to the core faculty those applicants it deems of sufficient potential for admission to the doctoral program.

D. Conduct annual reviews of doctoral students.

UNDERGRADUATE COMMITTEE

XXIII. The Undergraduate Committee shall consist of the Undergraduate Advisor and other core faculty members for a total of at least two members. All undergraduate advisors are automatically committee members. The chair of the Undergraduate Committee shall be an Undergraduate Advisor.

XXIV. The committee shall meet at least once each semester to review the undergraduate programs so that it may:

A. Recommend to the core faculty any substantive or procedural changes in such programs.

B. Review requests for students’ minor declaration.

C. Maintain all documentation, including the SPAA web page, to provide all procedural rules for entering, participating in, and leaving the undergraduate program. All proposed, fundamental changes in the undergraduate documentation and web page shall be recommended to the core faculty.

WORKLOAD STATEMENT

XXV. In the December prior to the beginning of each academic year, the director of the school may review the service activities that have been assigned by the school (e.g. committees, task forces, and advising) to each faculty member and reported in the Professional Activity Reports. Any inequities in service activities shall be addressed through the reassignment of responsibilities. In order to promote an environment conducive to achieving tenure, the tenured faculty shall assume more service responsibilities than the untenured faculty.

XXVI. With the exception of faculty specialists with significant administrative duties, we recommend that the teaching load for core faculty with the SPAA as their home department be three courses during each of two semesters, with a goal of matching the two courses per semester teaching load.
A. Release time for one or both semesters shall be predicated upon research productivity as established in the Professional Activity Reports, workload, and other tasks assigned within the school, college, and university.

B. Release time shall be the decision of the director of the school, with input from the MPA director and Ph.D. director.

XXVII. Faculty members choose when to accept an invitation to serve as the chair of, or as a member on, a dissertation committee. To balance out the workload among faculty members, we suggest that each faculty member chair no more than two dissertation committees and serve on no more than one additional dissertation committee. Additionally, core faculty should generally avoid participating on more than one dissertation committee outside the school at any one point in time.

When a core faculty member has served as chair of three completed dissertations, or as a committee member of five completed dissertations, it is our recommendation that the faculty member be granted a compensatory reduction in teaching load of one and no more than one course during the following academic year, subject to faculty resource constraints as determined by the director. The core faculty member assigned as the Ph.D. director is not eligible for this reduction in teaching load if a course load reduction is received for serving as the Ph.D. director.

RESOURCE ALLOCATION

XXVIII. The allocation of the school’s resources shall be based on the following criteria:

A. An equal base allocation of funds for each traditionally-ranked faculty and faculty specialist’s travel shall be established and communicated to faculty as soon as a departmental budget is established by the dean of the college of Arts and Sciences. The director of the school may supplement this amount on the basis of a faculty member’s research plan and productivity, providing funds are available. The director of the school may allocate travel funds to term faculty, providing funds are available.

B. The school’s director shall allocate graduate assistant time on the basis of each faculty member’s research plan and productivity, subject to the availability of graduate assistants. Tenure-track faculty shall be given preference in the assignment of graduate assistant and doctoral associate time. The preference privilege shall be exercised for a maximum of two years for each tenure-track faculty member.

C. Since the Doctoral, MPA and graduate certificate programs offer courses throughout the year, all of the core faculty shall be given the opportunity to teach at least one Summer term course, depending on needs and available funding. If funds are limited by the Administration, it is our recommendation that the director seek to rotate the additional compensation for Summer courses among the eligible core faculty whose home department is the SPAA, subject to programmatic needs.
D. The director shall provide, in writing each year to the core faculty, a list of the faculty assigned to additional salary compensation for summer teaching.

APPOINTMENT OF FACULTY

XXIX. Appointment of traditionally-ranked faculty and faculty specialists

A. The files of all applicants shall be available to the core faculty for review. The core faculty shall note the strengths and weaknesses and assign a numerical rating to each applicant. During a meeting called by the school’s director, the core faculty shall select candidates to recommend to the director and the dean for the short list, define the rationale for choosing the individuals, and delineate the reasons for not including the remaining applicants. The information shall be forwarded by the director to all appropriate hiring authorities at WMU.

B. The school’s director and/or core faculty shall conduct the reference checks for candidates.

C. The core faculty shall interview candidates who visit campus and attend the candidates’ presentations. Following the campus visits, the core faculty shall meet to rank the candidates and submit their recommendation to the director who will then forward his/her recommendation to all appropriate hiring authorities at WMU.

D. In the case of joint appointments, recommendations concerning short lists and ranking of candidates shall be defined by the faculties of the two departments.

AMENDMENTS

XXX. Recommendations to amend this school policy statement may be considered only at a faculty meeting called for this purpose (as noted in an agenda distributed at least three days in advance of the meeting). A recommended amendment must be approved by a simple majority of the core faculty present.

09/29/2009