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Feb 5 Discussion  
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## POLICY STATEMENT

Department of Paper and Printing Science and Engineering  
Western Michigan University  
Kalamazoo, Michigan

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10/97

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Paper and Printing Science and Engineering Department  
Western Michigan University  
Kalamazoo, Michigan

POLICY STATEMENT

In accord with Article 22 of the WMU-AAUP Agreement for September 6, 1990-September 6, 1993, the following policies are intended to facilitate the sharing of Departmental governance between the Department Chairperson and the Faculty.

I. MISSION STATEMENT

The faculty of the Paper and Printing Science and Engineering Department assumes the responsibility to enhance all aspects of the University's goals for higher education for its constituents.

The faculty of this department is committed to education, research, and service to the community, associations, industries and businesses which are in need of the assistance which this department can offer through its resources and faculty expertise.

The faculty, in consultation with the department chairperson, will develop, offer and manage a curriculum which meets the multicultural needs of its students, professional associates, and the paper and printing industries.

The faculty of the department will support the technological advancement and competitiveness of the local, state and national paper, paperboard and printing industries. In addition, the faculty will pursue liaisons with international institutions in fields of mutual interest.

II. THE DEPARTMENT CHAIRPERSON

I. It is recommended that the Paper and Printing Science and Engineering Department have a chairperson who will act as the chief executive officer of the Department.

II. The faculty recommends that the chairperson shall:

1. Provide leadership to the department in establishing goals, developing curriculum, promoting teaching excellence and research, and providing guidance in personnel matters;
2. Coordinate activities and manage the business of the department;
3. Develop channels of communication within and outside the department;

4. Represent the department in discussions with officers and agencies of the university;
  5. Perform all other duties normally expected of a department chairperson at Western Michigan University.
- C. In case of the department chairperson's extended absence, the faculty recommends that the chair or dean will appoint a temporary chair from the faculty.
- D. The department chairperson shall be evaluated periodically. The evaluation process will coincide with the regular administration schedule. Details on the evaluation are listed under article VI.E.1.

### III. DEPARTMENT OPERATIONS

- A. Department meetings shall be called on a regular basis each semester by the chairperson. It is suggested that the chairperson present a schedule of these meetings at the beginning of each winter and fall semesters. Other faculty meetings may be called by the chairperson, the AAUP representative, or the majority of the faculty.
- B. Business to be conducted in department meeting should include the following:
1. Review of goals of curriculum areas
  2. Election or appointment of representatives to department or college committees
  3. Reports from faculty committees
  4. Curriculum considerations
  5. Announcements from the chairperson
  6. Other business deemed pertinent by either faculty, staff, or the department chairperson
- C. It is recommended that an agenda be prepared for each faculty meeting by the department chairperson, and be distributed at least 24 hours prior to the meeting. Faculty members may submit additional agenda items.
- D. The department chairperson shall conduct all regular meetings and retreat sessions.
- E. A quorum shall consist of a simple majority of those eligible to vote. A simple majority of those present will be required to pass motions.

- F. All Board-appointed Paper and Printing Science and Engineering faculty who are included under the definition of “Unit Faculty” in the current Agreement between Western Michigan University and the WMU-AAUP Chapter are eligible to vote on department academic matters, unless specifically excluded under other articles of the policy. Part-time, adjunct faculty and pilot plant staff may attend all department meetings and participate in discussions.
- G. The current edition of Robert’s Rules of Order shall govern the faculty in all parliamentary situations.
- H. Department committees are to be established as outlined in this document or during the course of the year as needed. The Unit Faculty will act as a Committee of the Whole for major decisions and for recommendations to the administration. Ad hoc committees may be appointed as deemed necessary by the department chairperson or the faculty.

#### IV. THE FACULTY

“Faculty” means all persons appointed to University positions classified as ranked faculty, adjunct faculty, visiting professors and part-time instructors as defined in Article 2.k. Definitions, of the current “Agreement between Western Michigan University and the WMU-AAUP Chapter.” Only “Unit Faculty” are eligible to vote on academic matters of the department.

- A. Appointments and Reappointments
  - 1. In the event that a possibility exists for new appointments or reappointments for a subsequent academic year, the chair in conjunction with the unit faculty shall undertake a general review of staffing needs, course enrollments, program needs, etc. A search committee will be formed after a position authorization has been approved.
  - 2. The search committee shall make a recommendation to the chairperson on the hiring of ranked faculty, adjunct faculty, visiting faculty and lecturers, and instructors. Prior to any such recommendations, the committee has the responsibility to make all reasonable efforts to inform each ranked faculty member about the candidate’s qualifications and invite opinions on this matter from university and industry constituencies. At all times the committee shall promote open discussion and deliberation concerning the hiring of faculty for the department.

3. The hiring of part-time staff or faculty will be done by the chairperson, in accordance with departmental needs and qualifying criteria, as discussed in subsection D below. Reappointment of part-time faculty will involve input from the Unit Faculty, as prescribed by faculty evaluation policies.
4. The minimum qualifying criterion to teach a course, at any level, is the minimum degree for which the course is required.
  5. Appointment of “Adjunct Faculty” means persons appointed for part-time service by the Board of Trustees to any of the professional ranks for which they have professional qualifications or the equivalent. Adjunct appointments are made for a specified term. Normally the adjunct faculty's primary professional affiliation, if any, is outside the university, and compensation for services at the University is not a provision of the appointment defined in Article 2b- Definitions, of the current “Agreement between Western Michigan University and WMU-AAUP Chapter.”

V. DEPARTMENT COMMITTEE STRUCTURE

- A. The department Unit Faculty will act as a Committee-of-the-Whole (or as defined in section VI) for all major decisions and recommendations to Western Michigan University such as for tenure and promotion, appointments and reappointments to the faculty, sabbatical leaves, and merit pay.
- B. Any Committee formed by the faculty will elect its own chairperson
- C. Any committee appointed by the department chair will elect its own chairperson if one is not appointed by the chairperson of the department.
- D. One or more faculty appointed to accomplish specific tasks will report their activities and solicit faculty assistance as needed. Examples of such activities are:
  - Undergraduate and graduate program revisions
  - Recruitment and career exploration for high schools
  - Cooperative efforts with business and industry
  - Fund raising and other industrial support
  - Faculty development and professional involvement
  - Research and grant proposals
  - Pilot Plant promotion and usage
  - Student organizations
  - College and university programs
  - Community organization services
  - Safety and health programs

- Student advising
- Represent the department in various college and university committees and functions
- Represent the department in national and international meetings
- Represent the department in state and federal agencies

## VI. REVIEWS AND EVALUATIONS

This section describes procedures for promotion, tenure, sabbaticals, evaluation of faculty, evaluation of administration and merit pay. These are supplemental to the current agreement between the WMU-AAUP Chapter and Western Michigan University.

### A. PROMOTION

#### 1. Philosophy

We believe it is the professional obligation of all tenure-track faculty to participate in the review and evaluation processes of colleagues seeking promotions. The following policy supplements the promotion policies and procedures of the current WMU-AAUP Agreement.

#### 2. Promotion Committee

a. The Promotion Committee (PC) will be comprised of all Unit Faculty members. Faculty will be ineligible to participate whenever they are being considered for promotion.

b. The PC shall be convened first by the department chair and thereafter by the chairperson of the PC. The chairperson of the PC will be elected by the eligible faculty during the first meeting.

#### 3. Procedures

a. Each year the department chairperson will provide a list of faculty eligible for promotion to the PC. Dates must be established in accordance with the WMU/ AAUP contract. Faculty who do not meet the requirements (see 5 below) may request in writing to the PC that an exception be made. Exceptions will be decided by majority vote of the PC members. Reason(s) for a negative decision will be given in writing to the candidate.

b. All dates for meeting and appeals or instructions to candidates for promotion will be established by the PC in accordance with the

WMU/AAUP contract and sent to the candidates by the PC chairperson.

- c. The candidate for promotion is responsible for submitting, by the due date, to the PC up-to-date credentials including: vita, publications, papers, syllabi, student and peer evaluation data.
- d. The PC may request additional material from the candidate and from others at any time.
- e. All votes of the PC on the promotion of the candidate shall be requested in writing. A simple majority will be necessary in order for a candidate to be recommended for promotion.
- f. Each candidate will be notified of the committee's recommendation by letter from the chairperson of the PC. Reasons for denial will be stated in cases of a negative decision.
- g. If a candidate wishes to appeal the PC decision, he/she must request, in writing, that the PC meet to hear the candidate's arguments. After the appeal, the PC will again vote by marked ballot. If the simple majority again does not recommend the candidate for promotion, this decision will stand.
- h. The PC shall priority rank all candidates for promotion according to the current AAUP-WMU contract and the PC chairperson shall forward these recommendations with supporting data to the department chair. The priority ranking of the candidates may not be appealed.
  - i. Finally, the chairperson of the PC shall submit letters and supporting data to the College Promotion Committee with recommendations ranking all candidates for promotion in rank order.

4. Evaluation Criteria

In its deliberations, the PC will be guided by the criteria contained in the current WMU-AAUP Agreement and the following department qualifying criteria:

a. Professional Competence

- (1) Teaching; summaries of numerical student evaluations and complete, unedited, written student evaluations
- (2) Peer evaluations
- (3) Curriculum and new course development; reports, syllabi and implementation of innovative teaching methods and procedures.
- (4) Self-educational activities; seminars and conferences, workshops and conferences, workshops and courses, and degrees earned
- (5) Development of continuing education courses, seminars, conferences and workshops; syllabi of new courses, outlines of seminars, programs of conferences or workshops, number of participants and unedited evaluation comments.

b. Professional Recognition

- (1) Publications; books, monographs, journal articles, workshop presentations, etc.
- (2) Grant proposals; submitted, accepted, funding summary.
- (3) Graduate and undergraduate student projects supervised, research completed and published.
- (4) Personal projects and research conducted.
- (5) Presentations, seminars, workshops, etc.
- (6) Consulting, reviewing, and refereeing.
- (7) Professional associations; active participation in national state, and local organizations, and memberships on committees.
- (8) Organization of specialized seminars to industrial group(s).
- (9) Organization of national and international meetings, including roundtables and forums.
- (10) Patents and software registered.

c. Professional Service

- (1) Participation and offices in committees, councils, Faculty Senate and AAUP at all levels within the University.
- (2) Sponsorship and advising of student organizations.
- (3) Other activities resulting in a benefit to the department, college or university, including contributions to the public or private sectors.

5. Requirements

Even though the earned doctorate constitutes the conventional terminal degree, programs of professional and applied technology make other terminal degrees appropriate along with professional experience. For Unit Faculty in appointment to the Paper and Printing Science and Engineering Department, a relevant Master's Degree along with extensive appropriate professional field experience and recognition may be accepted as minimum requirements. A relevant Master's Degree would be in fields such as (but not limited to) these: natural sciences, engineering, applied sciences and technology. Competence in teaching is essential for promotion to all ranks. Professional recognition becomes more important as one aspires to the higher ranks. For promotion to associate professor, evidence of a research or development program leading to publication becomes important. For promotion to full professor, the faculty member must have a record of publications (comparable to colleagues in the candidate's area) and have gained substantial professional recognition and have rendered significant service. Appropriate professional, research and technical publications are essential for promotion to full professor.

B. TENURE

1. Philosophy

The faculty members hereby accept the professional obligation of all tenured faculty to participate in the process of granting tenure to colleagues.

2. Tenure Committee

The Department Tenure Committee (TC) shall be composed of all the tenured faculty. The TC shall be convened by the department chair in accordance with the current WMU-AAUP Agreement. The chair of the PC is automatically appointed chair of the TC. The chair, on behalf of the TC shall make known to the non-tenured faculty the timetable for submission of materials and appeals. No untenured observers will be invited to the tenure committee meetings.

3. Procedures

- a. The TC shall review temporary, probationary and term appointment faculty periodically according to schedule specified by the WMU-AAUP Agreement. The TC however may review candidates more frequently, if it should so decide, or is requested to do so by the department chair. A candidate shall be informed by the TC at the time of the current review if he/she is to be reviewed more frequently. The review process shall be conducted in accordance with the current AAUP/WMU contract.
- b. Each candidate to be reviewed shall be responsible for submitting a file of relevant materials to the chairman of the TC. This file will include such materials as a current vita, as well as materials supporting the candidate's Professional Competence, Professional Recognition, and a record of Professional Service. Additional information may be requested from the candidate or obtained from personnel files at any time during the review. Seeking information from faculty personnel files must be done in accordance with the procedures specified in the current AAUP/WMU contract.
- c. In its deliberations, the TC will be guided by the criteria contained in the current WMU-AAUP Agreement, conditions of employment furnished by the department chair, and the departmental qualifying criteria described in 5a-C above. Evaluation of the candidates for tenure and continuing appointment shall include consideration of the same items as described above under Promotion.
- d. All votes on tenure shall be made by a marked ballot. \* A positive recommendation to the department chair requires a simple majority of the committee members.
- e. The chair of the TC shall inform the candidates of the evaluation, the committee's expectations and recommendations, following procedures outlined in the current WMU-AAUP contract.
- f. The candidate may appeal, in writing, the decision of the TC within the time constraints published. At the end of the appeal, a marked ballot will be taken. The results of the marked ballot on the appeal are final.
  - g. The chair of the TC will notify the department chair of the committee's decisions.

\* Traceable to respondent

- h. For all but the final review, the TC shall submit a letter to each candidate and to the department chair, stating the strengths and weaknesses of the candidate and recommending continuance, continuance with conditions, or-discontinuance.

#### C. SABBATICAL LEAVE

1. The Department Sabbatical Leave Committee shall be called into place by the department chair and consist of three tenured faculty members, elected by majority vote of the department faculty. The committee will only be formed when applications are to be reviewed and the term will expire when the applications have been processed.
2. The committee will review all applications, rank them if more than one is received and forward recommendations in accordance with the established time lines and regulations.
3. The criteria for acceptance, recommendation and ranking will be the three major items listed in the contract; the merit of the application (a) in its own right, (b) for the individual, and (c) for the University.
4. Should the committee decide that a proposal is unacceptable, or if any applicant should wish to appeal the decisions or recommendations of the committee, the appeal procedure outlined in article VI.5.B.3.f. should be followed.

#### D. EVALUATION OF THE FACULTY

All faculty shall be evaluated by the following instruments and in accordance with appropriate articles in the WMU-AAUP Agreement.

##### 1. Student Evaluation of Teaching Faculty

- a. Student evaluation of teaching shall be conducted every semester in every class, not later than the 13th week of the semester.
- b. A numerical summary shall be given to the instructor and a copy placed in his/her file.
  - c. Written student comments for each class shall be retyped and given to the instructor only.
  - d. Written student comments for each class shall be retyped and given to the instructor only.

- e. Instructors may appeal to the Department Tenure/Promotion Committee, if they feel there are inaccuracies in evaluations. The committee shall appoint two senior unit faculty members to investigate and prepare a summary of their findings in response to the instructor's questions.

2. Peer Evaluation

As part of tenure reviews, promotion considerations, merit pay recommendations and sabbatical/release time leave recommendations, peer evaluations shall be conducted in accordance with appropriate sections of the WMU-AAUP Agreement and the appropriate Department Policy Statement.

- E. EVALUATION OF ADMINISTRATION

1. Evaluation of Chairperson

Unit faculty members and pilot plant personnel will elect a committee of five members to serve on the Department Chairperson Evaluation Committee. This shall be done as needed. This committee is charged with evaluating the chair on a regular basis consistent with the chair's contract.

The committee's duties shall include

- a. Elect a chairperson
- b. Solicit written and oral opinions from the department chairperson, unit department members, and appropriate administrators about the performance of the chairperson during the review period. Student and client survey data and the department chairperson's Annual Report may also be considered in the performance evaluation.
- c. Prepare a report based on collected information, making no recommendation as to continuance of the chairperson.
- d. Make copies available to chairperson, dean, and department personnel prior to action recommendations.

2. Interim Chairperson Evaluation

Procedures outlined in the Evaluation of Department Chairperson will be followed. A report will be submitted for consideration prior to the renewal of support for an interim chair.

3. Evaluation of Dean

Unit Faculty members of a department may work with the entire college faculty to establish a review committee to periodically review the dean. The committee and procedure may be similar to that described for a department chairperson evaluation, with members from all departments in the college. The resulting report should serve as a review of performance, not making recommendations in regard to continuance of the deans, and be submitted to the Provost.

F. MERIT PAY

1. Introduction

The Merit Pay Policy which follows: (1) indicates the conditions by which a unit faculty member in the department is determined eligible to receive merit pay, (2) states the judgmental criteria by which the eligible faculty member will be evaluated, (3) describes the responsibilities of the Merit Pay Committee, and (4) outlines the procedures to be followed in awarding merit pay.

2. Eligibility

Except as otherwise specified in the current AA UP- WMU Agreement Article 29, section I.D, and Appendix P, all Bargaining Unit Faculty are eligible for merit pay consideration. However, any faculty member may withdraw from consideration. Such a withdrawal must be submitted in writing by a predetermined date. The faculty member will then be considered to have withdrawn for that year.

3. Criteria

Merit evaluation and selection of awards will be based on the judgmental criteria as specified in this section and detailed in Article 29, Section E.2.

of the current AAUP-WMU contract. Material submitted for review will be for faculty performance during the previous twelve months ending on August 31 of the current year.

a. Professional Competence

Teaching competence is an essential for being considered for merit pay. Judgment for teaching competence will be based on student evaluations, student's comments, continuing self-education, and other materials which appropriately demonstrate excellence in teaching performance.

b. Professional Recognition

Professional recognition in the form of funded or non-funded research, technical publications, and/or evidence of creative or scholarly work are to be considered for merit award. Specifically, publication of technical books, monographs and articles in technical journals are to be recognized for meritorious consideration. Contributing papers and/or giving presentations at technical conferences, symposiums, workshops, and other such meetings of a professional organization are to be recognized. Holding office and/or committee memberships in international, or state professional associations which directly impact the pulp, paper and printing industries or technical and engineering education should be considered. Awards and honors from technical societies or professional groups are to be considered.

c. Professional Service

Professional services rendered to the department, college, university, and the community-at-large are to be considered when it can be demonstrated that this activity is beyond "the call of duty," and/or demonstrates that a professionally-relevant service has been made which is outside the scope of normal workload and professional duties at the university. Specifically, voluntary service might include service to organization advisory boards, governmental agencies, judiciary functions, or charity/religious organizations.

4. Department Merit Pay Committee

The Department Merit Pay Committee will be made up of all the Bargaining Unit Faculty of the Department of Paper and Printing Science and Engineering. The Merit Pay Committee must be convened by the end of the second week in September. It shall be convened by the AAUP department representative who will distribute the “Merit Pay Activity Report” forms at this time. At this time a chairperson for the committee will be elected by a simple majority.

The duties of the chairperson are:

- a. Check to see that “Merit Pay Activity Report” forms have been received by all eligible faculty.
  - b. Collect completed “Merit Activity Reports” and make them available for faculty use in evaluation.
  - c. Chair any merit recommendation appeals as set forth in the procedures of this document. A new chairperson is required if an appeal is made by the chairperson.
  - d. Assure that final recommendations (made after the departmental appeals process) are made to the Dean of the College of Engineering and Applied Sciences.
  - e. Notify the faculty in writing of the merit recommendation results.
  - f. Chair any merit recommendation appeals as set forth in the procedures of this document.
  - g. Assure that final recommendations (made after the departmental appeals process) are made to the Dean of the College of Engineering and Applied Science.

5. Procedure

a. Time Schedule

By the end of the third full week of the Fall semester the department AAUP representative must convene the Merit Pay Committee. A chairperson must be elected at the first meeting. A list of eligible faculty should be distributed. Those eligible faculty who do not wish to be considered must submit a letter to the Merit Pay Committee chairperson stating such desire.

September 28

Deadline for submission of faculty “Merit Activities Report”.

October 8

Faculty will be notified in writing of the departmental merit recommendations. Appeals will be heard orally by the Merit Committee during the one week period prior to notification of the dean. If requested by the faculty member, the committee will provide reasons in writing.

October 15

Final merit pay recommendations are made to the dean of the college.

b. Reporting Performance

(1) Merit Activities Report

Information from a “Merit Activities Report Form and Attachments” will be used for the purposes of determining merit pay recommendations. Approval of this form and any change to the form requires a simple majority vote of all bargaining unit faculty in the department.

(2) Committee Recommendations

Final recommendations are transmitted to the dean. Merit pay recommendation appeals must be made to the Merit Pay Committee between the October 8 notification and October 15. Final recommendations will be made on October 15 and transmitted to the dean.

Final recommendations to the dean will include:

- a. Name of faculty members and recommended merit increases.
- b. Statements supporting the recommendations.
- c. Copy of the “Merit Activities Report” for each faculty member recommended.

c. Evaluation of Performance

- (1) To be eligible, each faculty member must submit a “Merit Activity Report” which shall include a copy of the individual workload assignments by September 20. These reports will be kept in a file accessible to Unit Faculty members.
- (2) Each Unit Faculty member will rate the “Merit Activity Report” of each eligible faculty member (except his/her own report). Ratings will not be written on the Activity Report, but recorded on the “Merit Evaluation Forms.” One form will be completed for each merit candidate by each voting faculty member. The completed forms will then be placed in a sealed envelope and personally given to the Merit Committee chairperson. (APPENDIX A)
- (3) Ratings will be on an increasing scale of 1.0-4.0 for each sub classification with the incremental level being 1.0.
- (4) The Merit Committee chairperson will then tabulate the final scores for each candidate.

d. Merit Pay Amounts

- (1) For each eligible faculty member, the highest and lowest final scores will be omitted and an average calculated based on the balance of the remaining scores.
- (2) The final score average of each faculty member will be converted to a percentage of the total of the scores for all candidates.
- (3) The percentage from #2 will be multiplied by the total merit pool amount for the department. If this amount is less than \$300 for any given faculty member, then that member will not receive merit recommendation and will be eliminated from the pool (subject to the appeal process).
- (4) Following any appeals, the remaining eligible faculty will have a new percentage calculated as in #2 above.

- (5) The percentages calculated in #4 will be multiplied by the total merit pool amount for the department to determine the amount of the merit pay for each remaining eligible Faculty member.
- (6) There will be no quota on the number of awards which will be given.

e. Conflict of Interest

To avoid conflict of interest, the final tabulation of the merit pay evaluation results will not include names or other identifiers which would identify the faculty with the results. Ranking and merit pay recommendations by the committee will be made from this tabulation. The Merit Pay Committee chairperson will notify faculty in writing of the results of the merit pay recommendations. Names and their respective award amounts are not to be generally known until the appeals process has been completed.

f. Appeals

Bargaining Unit Faculty may not grieve Merit Committee recommendations, however, the following appeals process will be made available:

In any case a faculty member may appeal to the Merit Pay Committee for purposes of reconsideration. This appeal can be made in writing and/or by an oral presentation. The purpose of this appeal would be limited to bringing forth additional materials for reconsideration and/or explaining in more detail those activities which were included in the Merit Activity Report, which are deemed by the appellant to be significant for reconsideration. The appellant may not debate the evaluation process, criteria set forth, or the method by which the committee based its initial recommendations.

The committee will vote to accept or reject the appeal based on the merit of the materials submitted and/or the oral presentation given. Simple majority of the committee is required; the chair-person's vote is a tie-breaker. Results of the vote will be given in writing to the appellant alone with reasons for denial or acceptance.

If the appeal is accepted an award recommendation of no less than \$300 will be made, and the awards previously recommended will be appropriately readjusted to meet the merit pool limitations based on the original ranking.

## VII. WORKLOAD AND ASSIGNMENTS

The intent of this workload policy is to facilitate the equitable allocation of faculty time so that professional responsibilities towards students and other missions of the department may be met.

### A. DEFINITION OF TEACHING EQUIVALENT UNITS

The contract states that a full load shall be 24 credit hours of regularly scheduled courses in one academic year, etc., and then in a further clarification allows adjustment of this basic rule to allow for the fact that labs, independent research, advising and other proper jobs of the faculty are not readily measured by this rule. The college has for some time used the Teaching Equivalent Unit (TEU) to allow a uniform and fair assignment of load within these guidelines. Please refer to Policy Number CEAS-P-01, Workload Policy Statement, dated September 14, 1992 effective for fall semester 1993. (APPENDIX B)

### B. ASSIGNMENT OF WORKLOADS

It is the responsibility of the department chair to develop a plan for assigning workloads to each faculty member during the time when the class schedule is being developed. At that time the chair will be expected to meet with each faculty member, show his/her plan for the coming semester and demonstrate that the plan meets the guidelines. If the faculty member disagrees with the plan, the faculty member can suggest adjustments which will still satisfy the contractual agreement until agreement is reached. In assigning loads and specific classes, it is expected that the department chairperson will respect each faculty member's areas of expertise and interests, and attempt to make assignments accordingly. A faculty member who has taught a specific course in the past may be given preference for that course over other faculty members. If an administrator returns to the faculty rank, he/she will not be able to automatically revert to the courses that he/she had been teaching prior to the administrative responsibilities. However, this person will be expected to assume an equitable workload.

C. SPRING/SUMMER APPOINTMENTS

Spring and/or summer appointments may be offered to the qualifying faculty members experienced in teaching particular courses. The courses to be selected for offering in spring/summer sessions depend on student needs and courses offered on a time-cycle (i.e., once in every two years and so on). Final workload assignments for each faculty in the department will be distributed to all faculty in the department.

VIII. POLICY ON GRIEVANCES

Regarding grievances in departmental matters, an effort shall be made by the parties involved to resolve the conflict. Failing this, the normal channel for departmental grievances is through the chairperson, or the faculty, if desired, before the matter is taken outside the department. If a faculty member is a party to the grievance he/she shall abstain from these considerations. Those still dissatisfied may continue their case in accordance with established WMU and/or AAUP-WMU provisions.

IX. AMENDMENTS

Amendments of the Departmental Policy Statement shall require approval of a majority of the Unit Faculty before submitting them to the chair, dean, AAUP Chapter and the Provost. Proposed amendments to the Department Policy Statement shall be submitted in writing to the unit faculty of the department at least four working days prior to a faculty meeting. Modifications may be made at the meeting. A majority vote is sufficient for approval of amendments.