

This policy statement of the Institute of the Environment and Sustainability consists of recommendations to the administration in matters mandated by and permitted by the Western/WMU-AAUP Agreement.

ARTICLE 23. – (required) FACULTY PARTICIPATION IN DEPARTMENT GOVERNANCE

Section 1: STATEMENT OF PRINCIPLE. 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.

Section 2: MODIFICATION. Institute faculty have the right to review the Department Policy Statement periodically and to modify it by majority vote of board-appointed faculty. The review may be initiated by the Director as per Article 23.5 or by majority vote of the board-appointed faculty as per language in the current Western/WMU-AAUP Agreement.

I The Faculty

A. DEFINITIONS AND VOTING RIGHTS

1. The “faculty” of the Institute consists of board-appointed faculty with tenure home in the Institute as well as those jointly-appointed to the Institute and another unit. In accordance with the Western/WMU-AAUP Agreement, the “faculty” includes, traditionally-ranked faculty, faculty specialists, and term-appointed faculty.
2. All board-appointed faculty of the Institute have the same voting rights and may vote in faculty decisions on appointments and curriculum. A vote may be taken if a quorum is present, a quorum being at least half of the current faculty. Faculty may vote either in-person or by proxy voting. Faculty who are on sabbatical leave are typically not involved in departmental affairs, but on a case-by-case basis can vote on important issues with the consent of the majority of the rest of the faculty. Tenure and Promotion decisions will be made by tenured faculty in accordance with the Western/WMU-AAUP Agreement. Tenure, promotion, and merit decisions regarding *jointly-appointed* faculty are made in accordance with the Western/WMU-AAUP Agreement.
3. Proxy voting is allowed on resolutions that have been proposed in advance of a vote or in a formal pre-circulated agenda. A proxy vote must be given in writing to an identifiable proxy holder. The proxy giver must notify the faculty of the IES by email to whom they have given their proxy vote.

B. APPOINTMENTS AND REAPPOINTMENTS

1. Tenure track

- a. WMU faculty in departments or programs other than the Institute, who have professional expertise relevant to the Institute, may, with agreement of all parties concerned, hold joint appointments in their respective departments or programs and in the Institute. The minimum joint appointment is 25% in the Institute. The workload assignment in IES of a joint appointment will scale by the percentage appointment, for example, for a 25% appointment, 25% of a faculty member's workload for the academic year would be assigned by IES.
- b. If the Institute is authorized to hire (or rehire) for a tenure-track position, the faculty, including the Director, acting as a committee of the whole, shall: ascertain the desired professional qualifications of applicants; draft a statement announcing the position for circulation in ways consistent with professional ethical standards and University and affirmative action policy; elect a search committee with at least three members and direct the search committee to elect a chair from its members; and request that the Director place the advertisement. In the case when a joint position is made available with prospective majority appointment in another unit, the Faculty will vote whether to accept the position and, if approved, will be involved in writing the job description and reviewing materials as described below for a full appointment.
- c. In the case of new appointments to the University, with prospective majority appointments in other units, the Institute will elect at least one board-appointed faculty member to serve on the other unit's search committee.
- d. In the case of new appointments to the University, with prospective minority appointments in other units, the Institute will invite at least one faculty member of the other unit to serve on the IES search committee.
- e. After publication of the position, the search committee shall be responsible for: screening all applicants; conducting preliminary phone interviews if deemed necessary; making all vitae available for examination by the faculty; presenting a ranking of, at least, the top six candidates; and requesting of the Director that an Institute meeting be scheduled, at which time, by a majority vote, candidates will be selected for on-campus interviews. Chairs of all search committees will actively seek input from faculty members who are not on the search committee prior to finalizing the ranking of the top six candidates.
- f. Following the selection and ranking of qualified candidates, the faculty, in consultation with the Director, will recommend to the Dean those candidates to be invited for interview. Ideally, as many candidates as available funding will permit should be brought to campus for interviews.
- g. Having provided for faculty and students in the Institute to meet with the invited candidates for the position, the search committee shall: 1. Provide a recommendation to the IES faculty; 2. Request time on the agenda at the next

faculty meeting or request that the Director call a special meeting of the faculty to vote on recommendations to forward to the Dean.

- h. Deliberations over candidates ideally will balance discussion of candidates' potential strengths and weaknesses.
- i. Balloting for the ranking of candidates will be secret. All candidates will first receive an evaluation of 'acceptable' or 'unacceptable.' Unacceptable candidates will not receive further ranking. By secret ballot, faculty will then rank their preferences of acceptable candidates for the position. The Director will communicate the faculty's recommendation to the Dean and may present his or her own report to the Dean in conjunction with the faculty recommendation.

2. Term appointments

- a. Recommendations of candidates for board-appointed term faculty are made to the Dean by the Director in consultation with the faculty, following the general guidelines for balloting outlined for new hires in I.B, above. In cases where it is not possible to consult with the faculty as a whole, the Director may consult with an Ad Hoc Committee formed for this purpose. Ballots are unweighted (one vote counts as one vote), and ballots marked with more than the required choices will be deemed invalid.

3. Adjunct, Affiliate, and Allied appointments

- a. Recommendations of candidates for adjunct and affiliate faculty are made by the Director to the Dean on the basis of a vote of the board-appointed faculty. Voting on adjunct, affiliate, and allied appointments shall take place by secret written ballot under supervision of the Director. Ballots are unweighted (one vote counts as one vote), and ballots marked with more than the required choices will be deemed invalid.
- b. Adjunct faculty are appointed by the Board of Trustees for a specified term. These are uncompensated appointments.
- c. Affiliate faculty are administrative, professional, or technical employees of the University who are appointed for one-year renewable terms to uncompensated assignments related to instruction. Rank is based on the same criteria applied to traditionally-ranked faculty.
- d. Allied faculty are board-appointed faculty from other departments, programs, or external institutions who have committed to contributing to the research, teaching, or service missions of the Institute in some capacity. This is not a formal appointment made by the Dean, but rather a recognition provided by the Institute to acknowledge contribution to our program and missions. Allied faculty are appointed for a one-year, renewable term and are not compensated. To maintain their appointment, allied faculty must make demonstrable contributions to the unit, as assessed by the Director.

4. Part-time appointments

- a. The Director makes part-time (i.e., non-board) appointments and notifies the faculty. Part-time appointments are made on a course-by-course basis at the discretion of the Director, typically for a single semester, and they are governed by the Western Michigan University/WMU-PIO Agreement.
- e. Student ratings shall be conducted in each class taught by a part-time appointee following the process outlined in the Western Michigan University/WMU-AAUP Agreement, as per the Western Michigan University/WMU-PIO Agreement Article 12.2.
- f. To ensure that part-time appointees align with the Institute's mission and goals, appointees will be evaluated, at a minimum, once per contract year. The Institute will observe part-time instructors during their first semester of teaching, as part of their annual evaluations, in accordance with the Western/PIO-WMU Agreement. Evaluations will be facilitated by the Director and adhere to protocols established in the Western Michigan University/WMU-PIO Agreement, this policy statement, and by the Office of the Provost. The Director or his/her board-appointed faculty designee will perform a classroom visitation and write a written evaluation for each class taught by a part-time appointee. Other evidence of teaching performance, such as course materials or other identified materials, may also be required. Part-time faculty will be given ten working days' notice of the date by which they must provide materials for the purpose of evaluation. A copy of each evaluation shall be provided to the part-time appointee with an additional copy placed in the appointee's Institute personnel file.
- g. Evaluations, evidence of teaching performance, and student evaluations will be considered before any subsequent appointments for the same appointee are made.

II. Structure of the Institute

A. INSTITUTE DIRECTOR

1. Selection: In December of the final year of the Director's term, an Ad Hoc committee (formed for this purpose) will consult with the Dean to determine whether to invite faculty to apply for the position of Institute Director or to initiate an application process to recruit external candidates. The Ad Hoc Committee will also solicit input from Institute staff concerning their needs and their views of desirable knowledge, skills, and abilities in a Director. The Ad Hoc Committee, in accordance with the Dean's instruction, may manage the selection process by announcing a timeline, soliciting nominations or applications, appointing a liaison with the College, distributing and counting ballots, and other duties as deemed necessary by the Dean. The faculty determine their recommended candidate for Director by first expressing a candidate's acceptability/unacceptability and then enumerating by majority vote, cast in secret ballots, their preferences among the remaining

candidates. This procedure will be followed whether there are multiple candidates for Institute Director or one candidate. Should it be necessary to appoint an Interim Director, the faculty will recommend the individual using the procedures described above.

2. Removal: Board-appointed faculty may initiate consideration of removal through written request to the Promotion Committee signed by at least one-quarter of the faculty in the Institute. Following such a request, the Promotion Committee will convene the faculty and conduct a vote by secret ballot. If two-thirds or more of the faculty support the initiative, the Chair of the Promotion Committee will recommend removal of the Director to the Dean.
3. In the event that the director is unavailable or otherwise out of contact, an associate dean in CAS will perform official functions and will consult with an Ad Hoc Committee formed for this purpose when necessary.

B. TENURE COMMITTEE

1. The Institute Tenure Committee (DTC) is comprised of all tenured faculty (including faculty specialists). The Chair of the Tenure Committee will be elected from its constituted members by a majority vote through secret written ballot. The DTC Chair communicates with tenure candidates and appropriate University administrators according to the provisions of the Western/WMU-AAUP Agreement, Article 17.
2. According to the Western/WMU-AAUP Agreement, the Director convenes the DTC each fall, and briefs the committee on its agenda. The Director then turns over deliberations to the DTC Chair. The DTC Chair will publish deadlines consistent with the Western/WMU-AAUP Agreement for candidates to submit materials for consideration.
3. DTC meetings must have a quorum of at least two-thirds of the tenured faculty. Decisions are by majority of those voting through secret ballot, taken at meetings whose dates have been publicized in advance.
4. For final tenure decisions the vote is either to "grant tenure" or "deny tenure." For continuing probationary reviews, two votes will be taken. The first choice is "positive review" or "negative review." If the vote is for a positive review, the second vote is taken between "positive review" (no conditions) or "positive review with conditions." If the vote is for a negative review, the second vote is taken between "negative review with conditions" and "negative review end probation." In the case of a review given conditions, those conditions will be enumerated and detailed.
5. The DTC must evaluate each candidate in the areas of Professional Competence, Professional Recognition, and Professional Service for traditionally-ranked faculty and Professional Competence and Professional Service for faculty specialists.

6. The DTC Chair will assume or assign letter writing duties for one or two candidates and distribute letter-writing among committee members when more than two candidates are under review. The letters will announce the DTC decision in each case. The letter must be approved by vote with a two-thirds majority of the DTC members before being forwarded to the candidate and to the Institute Director (after any appeals process).

C. PROMOTION COMMITTEE

1. The Institute faculty at or above the rank sought by promotion candidates constitutes the Institute Promotion Committee (DPC), which acts in accordance with the Western/WMU-AAUP Agreement.
2. The Chair of the DPC will be elected from its constituted members by a majority vote from secret written ballot. The Chair of the DTC is ineligible to stand for election as Chair of the DPC.
3. The DPC must evaluate each candidate in the areas of Professional Competence, Professional Recognition, and Professional Service for traditionally-ranked faculty and Professional Competence and Professional Service for faculty specialists. For those seeking promotion to full professor, the DPC must evaluate each candidate in the areas of Professional Competence, Professional Recognition, and Professional Service using the contractually defined criteria of outstanding, substantial, significant, satisfactory, or unsatisfactory. The decision to promote or deny promotion is determined by the evaluations in each criterion outlined in the Western/WMU-AAUP Agreement and this document. The DPC is also responsible for reviewing Sabbatical leave applications.

D. GWEN FROSTIC BUDGET COMMITTEE

1. The Gwen Frostic Budget Committee (GFBC) oversees the annual budgeting, planning, coordination, and organization of all events for which the Institute is the lead unit or is a co-equal partner in organizing the event with another unit. In addition, the GFBC, in consultation with the Director, provides oversight for all co-sponsorships.
2. Elections, Terms and Composition: Elections for the GFBC shall occur in March each year. Terms are for one academic year beginning on the first day of the fall term and ending on the last day of the spring term. Faculty may volunteer or the Director shall assign up to three faculty members to serve on the GFBC for an academic year. Committee members will serve for one academic year. Faculty may serve no more than three consecutive years on the GFBC.

Any other faculty member (those not on the GFBC) may propose to lead an event by submitting a written description and budget to the GFBC. If the event and budget is approved by the GFBC, the faculty member leading the event is automatically granted committee membership status of 'Event Coordinator' in recognition of their service to the GFBC and the Institute. Event Coordinators are not full members and do not participate in the overall work of the GFBC.

Once the faculty members of the GFBC have been elected by the faculty, they may select up to three student members to serve on the GFBC. Student members must be majors or minors in an Institute of the Environment and Sustainability program. If the faculty serving on the GFBC wish to make an exception to this major/minor policy, they must bring their nomination(s) to the faculty for discussion and a vote. A majority vote is required by the faculty for inclusion of non-Institute students on the GFBC.

3. Budget: The Institute Director will provide the GFBC with a one-year budget prior to its first meeting of the year in alignment with established Institute policy regarding annual allocations. The GFBC may choose to spend all of these funds in support of Gwen Frostic events. If a portion of the budget remains unspent at the conclusion of the year, the remaining funds will revert to the Gwen Frostic Quasi- Endowment. The GFBC is strongly encouraged to seek additional funding for Gwen Frostic Series events via co-sponsorships or grants from other units or organizations as possible.

Prior to expenditure of funds, the GFBC must outline a draft program budget for the full slate of planned Gwen Frostic events. The Director may choose to approve the draft budget or may bring the draft program budget to the full faculty for a vote. It is understood that details of the draft budget may change. However, any substantive changes (i.e. greater than 25% increase in budgeted funds for any one event) must be resubmitted first to the GFBC, and upon a positive vote of the GFBC, to the Director for re-approval.

Discretionary funds from the Quasi-Endowment may be reserved for the Institute Director. When utilized for co-sponsorships, decisions shall be made in consultation with the GFBC. Any faculty member, including those on the GFBC, may recommend other events (i.e., those for which the organization is led by another unit or organization) to the Director for co-sponsorship funding.

4. Acknowledgements: All publicity, press releases, and promotional materials shall clearly and prominently specify that events organized by the GFBC are part of the Institute of the Environment and Sustainability "Gwen Frostic Series" and are presented by the WMU Institute of Environment and Sustainability. As a condition of co-sponsorship, the Director shall require that all promotional materials (e.g., emails, fliers, posters, press releases) acknowledge the Institute of the Environment and Sustainability as co-sponsors of the event. The entire GFBC shall review and

approve all publicity, press releases, and other promotional materials before their public release. Release of Gwen Frostic funds by the Director for the event are contingent on these requirements being met.

E. CURRICULUM COMMITTEE

1. The Curriculum Committee develops and evaluates policies concerning course offerings and requirements for undergraduate programs offered by the Institute. It also oversees the assessment of student learning outcomes in the Institute's programs.
2. The Curriculum Committee comprises a minimum of two members (but more members can be appointed at the discretion of the Director). Faculty may volunteer or the Director shall appoint members at the end of each Spring semester. The committee selects its own chair.
3. Curriculum and course proposals developed by, or referred to, the committee are reported to the Director for review and referral to the faculty at a regularly scheduled faculty meeting.
4. The Curriculum Committee shall keep records of its activities and provide those records to the faculty on regular basis.

F. AD HOC COMMITTEES

1. Ad Hoc Committees can be formed on an as needed basis in order to perform Institute-specific tasks. Such committees will be formed with specific charges and terms that will be communicated to the whole Faculty.

III. Evaluation of the Faculty

A. TENURE

1. Tenure policy and evaluation procedures are discussed in Article 17 of the Western Michigan University/WMU-AAUP Agreement. Different mixes of academic, professional, and service activities by individual faculty serve the objectives of the Institute and are indicative of past performance and future potential. Traditionally-ranked faculty in the Institute are expected to strike a balance among three broad categories: Professional Recognition, Professional Competence, and Professional Service. Pre-tenure faculty are encouraged to regularly communicate with members of the Departmental Tenure Committee (DTC) to ensure successful progress in each category.
2. **Professional Recognition:** A sustained record of scholarly activities which contribute to the scholarship of the candidate's field(s) of specialization. Given the

inherently inter-disciplinary nature of the Institute, evidence of scholarly achievement may take many forms as Institute faculty engage in diverse professional activities that may result in innovative forms of publication or presentation. Typically, a series of publications in peer-reviewed journals, a scholarly monograph, and/or a corpus of published or exhibited work in other forms is the primary criterion. Additional criteria based on the norms of the candidate's disciplinary areas of expertise may be applied. Other activities may also be used to provide additional support of professional recognition provided there is an identifiable intellectual product.

3. **Professional Competence:** A sustained record of successful teaching, which contributes to the training of undergraduate majors and/or training and mentoring of graduate students, the criteria for which are discussed in Article 16 of the WMU/WMU-AAUP Agreement. Some faculty, especially those with joint appointments, may teach for units other than the Institute and this shall be recognized in tenure considerations.
4. **Professional Service:** A record of participation in and commitment to Institute affairs through committee service and other types of service that support the curricular, research, and outreach agendas of IES and WMU. Some faculty, especially those with joint appointments, may render extensive service to units other than IES, and this shall be recognized in tenure considerations. For jointly-appointed faculty the forms of service will be determined on a case-by-case basis in consultation with the Director of the Institute and a representative of the faculty member's other unit. Service in faculty governance and service to the academic and non-academic communities beyond WMU shall be considered. All IES faculty are expected to contribute to committees of the whole, such as hiring committees and curriculum review committees. Service, while a major consideration for tenure, cannot be substituted for competence in the areas of professional recognition and competence.
5. Criteria for tenure for Faculty Specialists, consisting of a sustained record of successful teaching which contributes to the pedagogical mission of the Institute and a record of participation in and commitment to Institute and University service.
6. The candidate is responsible for preparing his/her tenure file for review by the DTC. The candidate is encouraged to review the tenure clauses of the Agreement and work with the DTC Chair in preparing the tenure file. The DTC may request additional information from other sources and may add appropriate information from the candidate's Institute file in accordance with Article 11 of the Western Michigan University/WMU-AAUP Agreement. Faculty applying for Early Tenure should consult Article 17.2.5.
7. When external reviews are initiated, as provided under Article 17 of the Western/WMU-AAUP Agreement, at least two external reviews shall be solicited for traditionally-ranked faculty. These reviews shall be solicited from professionally

capable external reviewers who are above the academic rank of the applicant or who have comparable professional attainments, and who have a record of professional recognition in the applicant's field. The list of names of persons from whom these reviews will be solicited shall be developed by mutual agreement between the applicant and the DTC Chair. The DTC Chair shall forward this agreed-upon list of names to the Director according to the timetable provided in Article 17 of the Western Michigan University/WMU-AAUP Agreement.

8. Classroom visits, conferences, and reports shall occur in accordance with the provisions of the Western Michigan University/WMU-AAUP Agreement.
9. The candidate may appeal the DTC recommendation or its language within the period stipulated by the Western Michigan University/WMU-AAUP Agreement. Candidates are encouraged to meet with the DTC Chair prior to filing an appeal. Upon notice of intent to appeal, the candidate and the DTC Chair will settle on a date for the appeal consistent with the Agreement deadlines. The DTC Chair will then reconvene the DTC to take appropriate action.
10. The candidate may appeal the Director's recommendation or its language within the period stipulated by the Western Michigan University/WMU-AAUP Agreement. Candidates are encouraged to meet with the Director prior to filing an appeal. Upon notice of intent to appeal, the candidate and the Director will settle on a date for the appeal consistent with the Agreement deadlines. The Director must decide whether the appeal is justified and take appropriate action.
11. Candidates appealing tenure review recommendations by the Dean or the Provost may ask the DTC for support. The DTC Committee is not obliged to give such support but must consider the request and give the candidate timely notice of its decision. Should the request be made after the last day of spring semester the DTC Chair shall consult with available DTC members, and normal quorum and ballot rules will not apply.

B. PROMOTION

1. Promotion policy and procedure is discussed in Article 18 of the Western/WMU AAUP Agreement, and all Institute considerations shall be in accordance with this article. The criteria for promotion from associate to full professor in the Institute are listed below.
2. A sustained record of scholarly activities beyond those on which promotion to associate professor were based. These activities shall contribute substantially to the scholarship of the candidate's field of specialization. Typically, a series of publications in peer-reviewed journals, a scholarly monograph, and/or a corpus of published or exhibited work in other forms. Additional criteria based on the norms of the candidate's areas of expertise (e.g., external funding) may be applied (see

section III.A.2 above). The record of scholarship shall be regarded as evidence of the candidate's ongoing professional agenda.

3. A sustained record of successful teaching, which contributes substantially to the training and mentoring of undergraduate and graduate students. Some faculty, especially those with joint appointments, may teach substantially for units other than the Institute, and this shall be recognized in promotion considerations.
4. A record of participation in and commitment to the Institute affairs through committee service and other types of services that support the curricular, research, and outreach agendas of the Institute and the University. Some faculty, especially those with joint appointments, may render substantial service to units other than the Institute, and this shall be recognized in promotion considerations. For jointly-appointed faculty the forms of service will be determined on a case-by-case basis in consultation with the Director of the Institute and a representative of the faculty member's other unit. All Institute faculty are expected to contribute to committees of the whole, such as hiring committees and curriculum review committees. Service to the academic community beyond Western Michigan University is important. Service in faculty governance and service to the academic and non-academic communities beyond Western Michigan University shall be positively considered.
5. The criteria for promotion from Faculty Specialist I to Faculty Specialist II consist of a sustained record of successful teaching which contributes to the pedagogical mission of the Institute and a record of participation in and commitment to Institute and University service. Professional recognition, while not required, will be taken into consideration if the Faculty Specialist so requests. Promotion of Faculty Specialists from Faculty Specialist I to Faculty Specialist II shall be conducted in accordance with Articles 18 and 20 of the Western Michigan University/WMU-AAUP Agreement and will be handled by the DTC and as stipulated in the faculty specialist's letter of appointment.
6. The criteria for promotion from Faculty Specialist II to Master Faculty Specialist consists of a substantial record of successful teaching which contributes to the pedagogical mission of the Institute and a substantial record of leadership in and commitment to Institute and University service. Promotion of Faculty Specialists from Faculty Specialist II to Master Faculty Specialist shall be conducted in accordance with Articles 18 and 20 of the Western Michigan University/WMU-AAUP Agreement and will be handled by the DPC.
7. Judgmental criteria shall be applied in accordance with Article 18 of the Western/WMU-AAUP Agreement.

8. When external reviews are initiated as provided under Article 18 of the Western/WMU-AAUP Agreement, at least two external reviews shall be solicited for traditionally-ranked faculty. These reviews shall be solicited from professionally-capable external reviewers, to be defined as persons who are above the academic rank of the applicant or who have comparable professional attainments to such persons and who have a record of professional recognition in the applicant's field. The list of names of persons from whom these reviews will be solicited shall be developed by mutual agreement between the applicant and the DPC Chair. In accordance with the provisions of Article 18 of the Western/WMU-AAUP Agreement, the DPC shall forward this agreed-upon list of names to the Director according to the timetable provided in Article 18 of the Western/WMU-AAUP Agreement.

IV. Workload

1. The Institute supports equitable measurement of workload in terms of credit-hours as outlined in Article 42.5 of the Western/WMU-AAUP Agreement. Workload for each faculty member whose majority tenure home is in IES is determined by the Director, in accordance with the Western/WMU-AAUP Agreement. Recognizing that faculty can be productive in many different ways, in part influenced by discipline, it is the expectation of the Institute that Faculty will a) meet their instructional assignments and strive for quality, b) remain active in their field of scholarship or creative activity, and c) be involved in service to the unit and university. Accordingly, each year an individually-appropriate and contractually-compliant allocation of workload for each faculty member for research, teaching and service will be determined. The Director may consult with faculty on workload equivalencies for administrative and other non-instructional assignments in faculty workload. The categories of professional recognition activities detailed in Section III.A.2 shall be used as a basis for assigning workload.
2. **Draft Teaching Schedule.** The Director will annually develop a 2-year draft course offering schedule to begin in the following Fall semester that will meet program requirements and student needs. Before workload assignment is made, the Director will communicate the draft schedule to the Faculty to ensure that programmatic needs are going to be met. The draft schedule will also include meeting times, enrollment caps, and delivery format. The final course schedule will be distributed to all Institute faculty and updated as the scheduling becomes finalized.
3. **Draft Workload Schedule.** Based on the draft teaching schedule, the Director will confer with each individual faculty member (and where relevant with the chairs of other units) on teaching assignments to ascertain faculty preferences for courses and to set the teaching workload assignment. The draft workload schedule may be amended by the Director as the need arises based on changes in course enrollments, demand for courses, programmatic revisions, applications for faculty

leave, changes in faculty productivity as outlined in IV.1. above, or other unforeseen circumstances.

4. **Final Workload Schedule.** The Director will take into account guidelines, listed in Article 42.15 of the Western/WMU-AAUP Agreement, for avoiding excessively long teaching days, teaching early morning classes after a previous night class, and teaching too many new or different courses at a time.
 - a. For joint appointments, the specific credit-hour total assigned to each faculty member's workload should align with the proportion of their individual appointments in the Institute. The faculty member's overall schedule (days/times in the classroom) should not represent a marked departure from a typical faculty member with a 100% appointment in the Institute or the home unit.
 - b. It is recommended that credit-hour accounting for team-taught courses be negotiated between the faculty members and the Director.
 - c. In finalizing individual instructional assignments within the Institute, it is recommended that the Director consider requests for workload adjustment in those cases where non-instructional work assignments exceed non-instructional work assignments for other faculty within the unit (e.g., undergraduate or graduate program advising).

5. **Service workload procedures:**
 - a. In line with the Western/WMU-AAUP Agreement, individual faculty members with joint appointments split between the Institute and other units shall not be expected to assume a higher total service workload than an individual faculty member with a 100% appointment in the Institute or the other unit.
 - b. Jointly-appointed Faculty with majority tenure home in IES shall provide the Director with a list of service assignments in other units of the university in order to facilitate equitable balancing of service in the Institute.

6. **Professional recognition workload procedures:**
 - a. Faculty may be assigned workload for professional recognition activities, in accordance with Western/WMU-AAUP Agreement, Article 42.4.

5. **Summer Teaching Assignments**
 - a. Summer course offerings will be initiated based on program needs to facilitate timely completion of degree requirements in the Institute's major and minor programs, as well as in the University's offerings for any student.
 - b. In accordance with the Western/WMU-AAUP Agreement, Article 41.1, preference for summer teaching will follow individual faculty members' qualifications to deliver course content.
 - c. Faculty may express their interest in offering summer courses to the Director.
 - d. In cases where multiple faculty would like to offer summer courses, the Director will first establish the student demand and expected enrollment in each course. As a secondary consideration, the Director will rotate the teaching assignment

such that if more than one qualified faculty member is able to teach a summer offering, preference be given to the faculty member who has taught least in the preceding summer or summers.

- e. The Director shall not make summer teaching assignments based on any salary differential between interested summer instructors.

6. Assignments for teaching outside of main campus.

- a. With regard to teaching outside of main campus, the Director will survey faculty to assess interest and to arrange an equitable distribution of teaching opportunities.
- b. Institute faculty have priority for assignments in overload course offerings outside of main campus and online. If board-appointed faculty are unavailable to meet program needs, emeriti, adjunct, term, or part-time faculty may be assigned.
- c. To the extent feasible, the academic expectations and faculty assignment criteria outside main campus courses are identical to those used on the Kalamazoo main campus.

V. Sabbatical Leave

1. Sabbatical leave policy and procedures is discussed in Article 26 of the Western/WMU-AAUP Agreement.
2. Each January, the Institute Director shall notify all faculty who will be eligible to apply for sabbatical in the coming fall semester.
3. The Promotion Committee reviews applications for sabbatical leave and forwards them in ranked order to the Director. The committee's recommendations are based on the criteria in Article 26.3 and the following criteria we specify as an Institute. The criteria listed below are all considered, with none being weighted more heavily than any other.
 - a. The intrinsic merit of the proposal as an experience in study, scholarship, and professional development;
 - b. Anticipated presence or likelihood of partial support from external funding;
 - c. Likelihood of a successful sabbatical. The Institute defines success as: 1) The presence in the proposal of a description of anticipated results in the form of refereed publication or creative work; and 2) the likelihood—based upon the applicant's professional record—that such results will be forthcoming;
4. The Promotion Committee (DPC) reviews applications first on the basis of merit as defined by Article 26.3.1.1 and the additional criteria in this section, indicating "strong support," "support," or "forwarded without recommendation" for each application.

5. In cases where two or more applications are considered to be of equal rank (i.e. ranked the same according to the ordinal ranking in V.4.), the DPC will prioritize: 1) candidates who have never had sabbatical; 2) cases where a long period of time has passed since the last sabbatical.