

DEPARTMENT OF BIOLOGICAL SCIENCES

College of Arts and Sciences

WESTERN MICHIGAN UNIVERSITY

POLICIES AND PROCEDURES

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Preamble

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. (1999-2002 Agreement 23.§.2.1)

Faculty participation is important at the departmental level since decisions at this level affect the faculty and the academic programs directly and because this is where the primary competence to make

recommendations rests. Accordingly, these policies and procedures have been formulated. They are prepared, revised, and shall operate in accordance with the current Agreement between Western Michigan University and the W.M.U. A.A.U.P. Chapter (hence forth called the Agreement).

I. DEPARTMENTAL OPERATIONS

A. Department Meetings

1. Regular Department Meetings

The Faculty will act through regular monthly departmental meetings during the academic year, the dates to be determined and announced by the Department Chair. An agenda will be distributed at least three days prior to each meeting.

2. Special Department Meetings

The Department Chair, or any three Board Appointed Faculty, may request a special meeting and provide the agenda. Special meetings will be scheduled by the Department Chair for a date no later than one week after the request is received.

3. Minutes

Written minutes of all department meetings shall be prepared and promptly distributed to Faculty. A copy of the minutes shall be filed in the Departmental Office by the Department Secretary.

4. Voting

Voting by proxy shall not be permitted in department meetings. Absentee ballots shall be permitted except for those faculty members on leave.

5. Faculty Meetings

Meetings of the Faculty may be called by the AAUP Association Council Representative or by any three Faculty. These Faculty Meetings shall be chaired by the Department's AAUP Association Council Representative or his/her designee.

B. Elections to Standing Committees

Elections to all standing committees shall be made at the first regular Department Meeting after the beginning of a new academic year. Elections shall be by majority vote of those present and eligible to vote. The Department Chair shall be a non-voting *ex officio* member of all standing committees except the Personnel Committee.

C. Committee Meetings

All meetings of standing and *ad hoc* departmental committees, with the exception of the Personnel Committee, shall be open to all Faculty.

D. Recording Secretary

The Recording Secretary for the Department shall be elected by the Faculty at the first regular Department Meeting of each academic year, and shall serve a one year term. The Recording Secretary shall distribute minutes of each department meeting to the Faculty. Following approval of the minutes, the Department Secretary shall deposit an approved copy in the Department Office.

E. Parliamentary Procedures

The current edition of Robert's Rules of Order shall govern the Faculty in all parliamentary situations.

F. Amendments to Policies and Procedures

Amendments may be proposed by any three Faculty at any Faculty meeting called by the AAUP Association Council Representative. A 2/3 majority of the Faculty is necessary for ratification of such amendments. Following ratification, the amendment to the policy statement shall be submitted for approval as specified in the current Agreement.

II. THE FACULTY

A. Membership and Voting Rights

All Faculty are expected to participate in the deliberations of the faculty. All Bargaining Unit Faculty of the Department, except adjuncts, faculty holding appointments as administrators who will make decisions on faculty recommendations and faculty without primary appointment in the Department, have voting rights.

B. Appointment and Reappointment

1. Search Committee

The Department Chair with the aid of the Advisory Committee will consult the Faculty and continuously evaluate the current and future department personnel needs. The Department Chair and Advisory Committee will prepare job descriptions and seek faculty approval for such descriptions. Approval will normally be sought at a Departmental Meeting. Upon anticipated authorization of a position, the Department Chair shall appoint an *ad hoc* Faculty Search Committee for each such position.

2. Procedure for New Appointment

- a. The Search Committee shall review applications and develop a short list of qualified candidates for interview. Approval of the short list will normally be sought at a Department Meeting. The Faculty shall have the opportunity to review the credentials of all candidates, prior to any recommendations or interviews. Following Faculty approval, the recommended short list will be forwarded to the Department Chair.
- b. Candidates from the short list should be interviewed. An interview should include an on-site visit, a public seminar presentation and discussions with the Faculty.
- c. After interviews are completed a candidate shall be recommended to the Department Chair for appointment by a majority vote of the Faculty.

3. Procedures for Reappointment

- a. In cases of reappointment, the Personnel Committee shall review the records of the

appointee and make recommendations to the Department Chair. Positive recommendations shall require a majority vote of the Personnel Committee.

b. Timing and procedures shall be in accordance with the current Agreement.

III. COMMITTEES

A. Advisory Committee (Standing)

1. Membership

The Advisory Committee shall be composed of four tenured or tenure-track Board Appointed Faculty elected annually.

2. Functions

The Advisory Committee shall serve by advising the Department Chair. The Advisory Committee will serve as a sounding board for concerns of the Department Chair and Faculty. The Advisory Committee may formulate positions or otherwise prepare material on issues or concerns for consideration by the Faculty and/or the Department Chair. Any three Faculty may, at a regular or special Department Meeting, request the Advisory Committee to consider a particular topic. An individual Faculty member may, at any time, request that the Advisory Committee review his/her workload.

3. Meetings and Procedures

The meetings and procedures of the Advisory Committee are informal. Agendas will not be prepared and minutes will not be taken or distributed. The Committee will normally seek to work towards consensus since the Department Chair will have first-hand information on the point of view of each Advisory Committee member. The Committee may choose, by majority vote, to advise the Department Chair, in writing, of any recommendation. Any written recommendation shall be copied to the Chair of the Department's Personnel Committee and to all members of the Advisory Committee. The Advisory Committee meets if requested by three Faculty or if in the judgment of the Department Chair or any member of the Advisory

Committee there is a reason to meet.

B. Personnel Committee (Standing)

1. Membership

The Personnel Committee shall consist of all tenured Board Appointed Faculty of the Department. The Personnel Committee shall elect a Chair annually.

2. Functions

- a. Review the performance of adjunct, term, part-time and temporary appointees, and make written recommendations on reappointment to the Department Chair.
- b. Conduct promotion reviews according to procedures in Section V.A. including providing faculty advising of all untenured, tenure-track appointees as provided in IX.B.
- c. Conduct tenure reviews according to procedures in Section V.B. including providing faculty advising of all untenured Board Appointed Faculty provided in IX.B.
- d. Request data and make recommendations regarding layoff and recall in accordance with the current Agreement.
- e. Appoint an *ad hoc* Sabbatical Leave Committee in accordance with Section III.E.
- f. If deemed necessary, initiate procedures leading to a recommendation for removal of the Department Chair in accordance with Section VIII.B. A motion recommending removal will require a two-thirds vote of the tenured Board Appointed Faculty.
- g. Review the performance of the Chair of the Department every three years.

3. Meetings

Meetings may be called when deemed necessary by the Chair of the Personnel Committee, the Chair of the Department, or by any three members of the Personnel Committee.

4. Quorum

A quorum shall consist of a simple majority of the Department's tenured Board Appointed Faculty.

C. Graduate Policies and Admissions Committee (Standing)

1. General

The Faculty shall take the primary responsibility for the development, review, and revision of the Graduate Program. While the Curriculum Committee is seen as having an overview of the entire curriculum, the Graduate Policies and Admissions Committee shall be primarily responsible for matters related to the Graduate Programs.

2. Membership

The Graduate Policies and Admissions Committee shall consist of three members of the Graduate Faculty, elected by the Faculty, and the Graduate Advisor as *ex-officio* member. The three committee members shall be elected for three year staggered terms. The committee shall elect its own Chair annually.

3. Functions

The Graduate Policies and Admissions Committee shall:

- a. Review folders related to student admissions in the M.S. and Ph. D. Program and make decisions regarding admission.
- b. Develop and recommend efforts for student recruitment and retention.
- c. Make recommendations to the Curriculum Committee regarding proposed Graduate course additions, deletions, or revisions.
- d. Make recommendations to the Faculty regarding requirements for Graduate degrees and admission standards.
- e. Make recommendations to the Chair regarding the awarding of student Assistantships in the department.

4. Meetings and Procedures

- a. The Graduate Policies and Admissions Committee shall meet in a timely fashion to act upon student admissions in accordance with published deadlines.
- b. Meetings may be requested by the Department Chair, the Graduate Advisor or any member of the committee. Meetings will be called and the agenda set by the Chair of

the Graduate Policies and Admissions Committee.

5. Review of Recommendations

Actions of the committee regarding student admissions shall be forwarded to the Graduate Advisor, who shall be responsible for informing potential students, the Department Chair and The Graduate College of any action. Actions of the Committee regarding Graduate courses shall be forwarded as recommendations to the department Curriculum Committee. Actions of the Committee on all other matters shall be forwarded as recommendations to the relevant Committee(s) or to the Faculty at a regular or special Department Meeting.

D. Curriculum Committee (Standing)

1. General

The Faculty shall take the primary responsibility for the development, review, and revision of courses and programs as described in University bulletins, catalogs, and other relevant documents.

2. Membership

The Curriculum Committee shall consist of three Faculty members elected by the Faculty and the Graduate Advisor as *ex officio* member. The three committee members shall be elected for three-year staggered terms. The Committee shall elect its own chair annually.

3. Functions

The Curriculum Committee shall:

- a. Submit materials for Undergraduate/Graduate Catalog revisions in a timely fashion.
- b. Periodically review all courses with reference to the total departmental offerings.
- c. Make recommendations regarding proposed course additions, deletions, or revisions.
- d. Make recommendations regarding the curriculum.

4. Meetings and Procedures

The Chair of the Committee shall provide the committee with a proposed agenda before the meeting.

5. Review of Recommendations

Actions of the Committee shall be forwarded as recommendations for action at a regular or special Department meeting. The Faculty, by motion and vote at a Department Meeting may accept, reject, revise, or refer back to the Curriculum Committee any item considered under this procedure. Only recommendations approved by a majority vote of the Faculty at a departmental meeting shall be forwarded for action.

E. Sabbatical Leave Committee (*Ad Hoc*)

1. Membership

The Sabbatical Leave Committee shall be an *ad hoc* committee consisting of three members of the Personnel Committee appointed by the Chair of the Personnel Committee upon request of the Department Chair. The Chair of the Personnel Committee will designate the Chair of the Sabbatical Leave Committee. A Faculty Member applying for sabbatical leave may not serve on the Sabbatical Leave Committee considering his or her application.

2. Functions and Procedures

The Sabbatical Leave Committee shall meet, as necessary, to evaluate sabbatical leave proposals, make recommendations to the Chair of the Department, and notify each applicant of the Committee's recommendations.

3. Appeals

Appeals may be made as specified in the current Agreement.

IV. STUDENT ADVISING

All Department Faculty are expected to participate in student advising activities.

A. Graduate Advisor

The Graduate Advisor is the department liaison with The Graduate College and is responsible for tasks assigned by the graduate policies of the Department.

B. Election and Terms of Office of the Graduate Advisor

The Graduate Advisor shall be a tenured Faculty Member recommended by a majority of the Faculty at a Department Meeting and recommended to the Department Chair for appointment. He/She will serve three year terms beginning the first day of Fall semester with elections and appointments to be completed before the end of the Winter semester.

V. REVIEWS AND EVALUATIONS

A. Promotion

1. General

Promotion reviews shall be conducted by the Personnel Committee.

"Departmental faculty members at or above the rank sought by the promotion candidates shall have the right and responsibility to make negative and positive recommendations." (Article 18.4, 1999-2002 Agreement)

2. Eligibility and Scheduling of Promotion Review

The timetable given in the current Agreement shall govern procedures for promotion and scheduling of promotion reviews. A Faculty Member may request an early promotion review.

3. Review Procedures and Criteria

The Personnel Committee shall utilize the promotion criteria stated in Section V.D. below and those contained in the current Agreement. Each Faculty Member reviewed may be asked to provide additional or clarifying information to the Personnel Committee or relevant sub-committee. Each Faculty Member reviewed may make a brief clarifying or explanatory statement orally, in writing, or both to the Personnel Committee or relevant sub-committee.

4. Recommendation of Promotion

A three member *ad hoc* committee of the Personnel Committee shall review materials of the candidate and prepare a recommendation to the Personnel Committee. The candidate's Faculty Advisor (IX.B.) shall be a *de facto* member of this *ad hoc* committee. The other two members shall be elected by the Personnel Committee. An affirmative recommendation will require that a majority of the members of the Personnel Committee cast their votes in favor of promotion. Voting will be by secret ballot. Absentee ballots shall be permitted except for those faculty who are on leave.

5. Reporting of Results

Recommendations of the Personnel Committee shall be reported as specified in the Agreement. The deliberations and the vote count shall remain confidential within the Committee. In addition, the Chair of the Personnel Committee shall notify each reviewed Faculty Member in writing of its recommendation, specifying strengths and weaknesses, as specified in the current Agreement.

6. Appeals

Appeals may be made as specified in Section VII and in the current Agreement.

B. Tenure

1. General

Tenure represents a transition from probationary to non-probationary Faculty status based on past performance and the expectation of continued high standards of performance. Tenure reviews shall be conducted by the Personnel Committee. All probationary Faculty shall, in their fifth year, schedule a Departmental Seminar to publicly present a selection of their research program and scholarly activities.

2. Eligibility and Scheduling of Tenure Reviews

The timetable given in the current Agreement shall govern procedures for tenure and scheduling of tenure reviews. A faculty member may request an early tenure review.

3. Review Procedures and Criteria

The Personnel Committee shall utilize the criteria stated in Section V-E below and those contained in the current Agreement.

4. Recommendations on Tenure

A three member *ad hoc* committee of the Personnel Committee will review materials of the candidate and prepare a recommendation to the Personnel Committee. The candidate's Faculty Advisor (IX.B.) shall be a *de facto* member of this *ad hoc* committee. The other two members shall be elected by the Personnel Committee. An affirmative recommendation of the Personnel Committee will require that a majority of the members of the Personnel Committee cast their votes in favor of tenure. Voting will be by secret ballot. Absentee ballots shall be permitted except for those faculty who are on leave.

5. Reporting of Results

Recommendations of the Personnel Committee shall be reported as specified in the Agreement. The deliberations and the vote count shall remain confidential within the Committee. The Chair of the Personnel Committee shall notify each reviewed Faculty Member in writing of its recommendation, specifying strengths and weaknesses as specified in the current Agreement.

6. Appeals

Appeals will be made as specified in Section VII and in the current Agreement.

C. Student Evaluations

1. Of Faculty

Student evaluations shall be conducted as described in the Agreement using a form approved by a majority of the Department Faculty. Student evaluations shall be administered by graduate teaching assistants appointed by the Department Chair and shall not be available to any Faculty until statistical assessments have been completed. The disposition of written comments in the evaluations is at the discretion of the Faculty Member evaluated and is to be

consistent with the current Agreement. The Department Chair shall not request to read the written comments.

2. Of Teaching Assistants

Student evaluations of Teaching Assistants and Doctoral Associates shall be conducted using the form approved by the Faculty. Evaluations shall be administered by the Graduate Advisor, or his/her designee. Evaluations shall be reviewed by the Graduate Advisor and the numerical results distributed to the Faculty.

D. Evaluation Criteria

1. General

Different mixes of academic, professional, and service activities by individual faculty members may best serve the objectives of the Department. Faculty are expected to strike a balance among and including all three areas listed below.

2. Criteria that shall be Considered

Criteria for evaluation of Faculty fall into three broad categories as defined in the current Agreement:

3. Professional Competence

- a. Teaching performance will be assessed using the average of standardized student evaluations, peer review, supervision of undergraduate and graduate students, and additional methods of evaluation suggested by the Faculty.
- b. New course development or significant course improvement.
- c. Application for external education-related grants.
- d. Other (e.g. unique and unusual contributions)

4. Professional Recognition

- a. Research, including maintaining a productive research laboratory and involvement of undergraduate and/or graduate students.
- b. Publications in peer-reviewed journals or scholarly books.

- c. Presentations at national or regional meetings and invited seminars.
- d. Applications for external research grants.
- e. Holding office in national, regional, and or state professional associations.
- f. Other (e.g. unique and unusual contributions)

5. Professional Service

- a. Department/college/university committees
- b. Professional committees (grant review, journal review, journal editor)
- c. Public service.

6. Optional External Review Letters in Support of Promotion and Tenure

Application

External letters of recommendations in support of promotion or tenure application are not required and participation by a faculty member being reviewed and evaluated is voluntary. The lack of participation by a faculty member shall not prejudice the Personnel Committee or any sub-committee elected by the Personnel Committee against the Faculty Member's credentials for professional competence, recognition and/or service. The intent of this confidential external review process is to: (1) afford the Faculty Member an opportunity to demonstrate objective external recognition of scholarly achievement and (2) provide the Personnel Committee with objective external evaluations of faculty achievement as part of the Personnel Committee's evaluation of that Faculty member. If an applicant for promotion or tenure wishes to use external letters of recommendation, the procedure stated in the current Agreement will be followed.

VI. WORKLOAD AND ASSIGNMENTS

Workload will be determined by mutual agreement between the Board Appointed Faculty Member, the Department Chair, and the Bargaining Unit Faculty in accord with the provisions of the current Agreement.

VII. APPEALS

A Faculty Member may make a formal appeal of any recommendation e.g., recommendation on promotion or tenure, as specified in the Agreement. Procedures Appeals must be made within the time-frame set forth in the current Agreement. If no appeal is filed, or if the Faculty Member notifies the Chair of the appropriate committee in writing of his/her intent not to appeal, the recommendation shall be forwarded as specified in these Policies and Procedures and in the current Agreement. The following constitutes the Department's appeals process:

1. The appealing Faculty Member notifies the Chair of the appropriate committee in writing of an intent to appeal.
2. The Faculty Member making the appeal will meet with the appropriate committee to discuss the appeal and may offer additional or clarifying information.
3. In the absence of the Faculty Member, the appropriate committee shall reconsider the original recommendation. It may vote to reaffirm the original recommendation, to modify it, or to formulate a new recommendation, as appropriate under the circumstances.
4. The results of this reconsideration will be reported promptly to the appealing Faculty Member.
5. Only the final recommendation, after consideration of an appeal, shall be forwarded.

VIII. THE DEPARTMENT CHAIR

A. Selection and Appointment

The Board Appointed Faculty will confer with the Dean of the College at a regular or special Department Meeting to assess the situation in the Department and to determine the desired qualifications, procedures and other relevant conditions.

B. Removal for Cause

Recommendation for the removal of the Department Chair for due cause shall be initiated by a two-

thirds vote of the Personnel Committee, followed by a secret ballot of the Board Appointed Faculty requiring a two-thirds majority vote in favor of removal. Recommendations and justification shall be forwarded to the Dean of the College by the Chair of the Personnel Committee.

C. Criteria for Evaluation

In order to make future applicants and incumbents aware of Faculty expectations, and to aid Faculty and others in their evaluation of those occupying the Department Chair's position, the following performance criteria are to be utilized in evaluating the Chair:

1. Resolution of Departmental problems through consultative processes.
2. Support of Departmental objectives and policies in the areas of instruction, curriculum development, academic staffing, tenure and promotion, research, and other areas covered by these Policies.
3. Maintenance of open channels of communication within the Department, the College, the University, the student body, and the community.
4. Enhancement of conditions for cooperation and productivity.
5. Enhancement of recognition by peers in the profession.
6. Participation in department and committee meetings and activities.
7. Supervision of non-academic staff.
8. Calling and conduct of appropriate meetings.
9. Performance of duties implicit in the position or specifically included in these Policies, in the University policies, assigned by the Dean of the College, or included in the current Agreement.
10. Preparation of the Departmental budget.
11. Allocation of Departmental funds.
12. Adequacy of recruiting and selection of Faculty.
13. Appointment of Departmental *ad hoc* Committees.
14. Preparation of teaching schedules.

15. Assignments of instructional and administrative loads.

D. Evaluation Procedure

The Personnel Committee shall review the performance of the Department Chair at least every three years. Other evaluations may be conducted as specified in the current Agreement.

IX. APPENDIXA. Adjunct Policy

1. The Department subscribes to the Adjunct Professorship Policy of the University as stated below:

(From the WMU Policy Handbook, amended September, 1982).

a. In order to be appointed to an adjunct rank, the prospective staff member shall meet the following requirements:

1. He/she must be eligible for and be expected to enter a continuing or at least extended association with the University (beyond a single year appointment).
2. He/she must possess the academic qualifications, or their equivalents for the rank to which he/she is appointed.
3. Adjunct appointments must receive approval through regular departmental channels and have the concurrence of the appropriate dean.

b. The following policies shall govern all adjunct appointments:

1. Appointments shall be made for not more than three years with automatic termination unless renewed.
2. Appointments may be continued even though the services of the adjunct staff member

are not utilized in any given semester or session.

3. Adjunct appointments are in no way subject to the tenure regulations of the University.

4. The degree and nature of the participation in departmental activities and functions shall be determined in each case by the appointing department.

5. Promotion to a higher adjunct rank shall follow regular departmental and school procedures.

6. Persons supervising internships may be appointed to adjunct ranks.

c. Compensation is not normally a provision of an adjunct appointment, however, if compensation is a provision of an adjunct appointment, it should be at a rate agreed upon by the appointee and the appropriate authorities.

2. The Department interprets the above mentioned policy to include three kinds of involvement within the department:

a. Teaching

b. Research (in the laboratory of and collaboration with a regular faculty member).

c. A combination of teaching and research (the latter as specified above).

3. Procedure for Appointment

a. Applicants for adjunct professorships must present a current curriculum vitae which will be reviewed by the department.

b. Applicants for adjunct professorships must present a departmental seminar.

c. Adjunct applicants who are primarily involved in research with a regular faculty member should be proposed and supported by that faculty member.

d. Following the presentation of the curriculum vitae, seminar, and support by a faculty member, the applicant will be voted on at a regular Department Meeting. A positive recommendation will require a majority vote of those present at the Regular Department Meeting.

B. Faculty Advisors

Each Faculty Member takes the primary responsibility for the development of their career goals and securing the means to realize them within a supportive University environment. Tenured Board Appointed Faculty are available as active advisors to Untenured Board Appointed Faculty. To assist Untenured Board Appointed Faculty to realize their potential in the Department is a valuable service activity. Within one semester of joining the Faculty, Untenured Faculty shall each be assigned a Faculty Advisor from the ranks of the Department Personnel Committee. However, in every case, the Untenured Faculty may choose how best to avail themselves (or not) of the additional opportunities that could be provided by a Faculty Advisor.

1. Selection of a Faculty Advisor.

Until an Untenured Faculty Member has been assigned an Advisor, or in the absence of an Advisor (i.e. the Advisor is on leave, a failure to obtain mutual agreement) the current Chair of the Personnel Committee shall serve as the *de facto* Advisor. The members of the Personnel Committee shall choose one Faculty Advisor for each Untenured Faculty Member by discussion and majority vote. This recommendation will be forwarded to the Department Chair who shall appoint that Advisor. The Untenured Faculty Member and the Faculty Advisor must both agree to the assignment.

2. Role of the Advisor.

- a. The Faculty Advisor may provide an array of opportunities and should be a proactive resource, guide and advocate for the untenured colleague. In as much as the Advisor is a resource, guide and advocate, they shall not prepare written evaluations of the Advisee apart from their participation in those evaluations described in the current Agreement and in the Departmental Policy Statement.
- b. The Advisor should maintain regular contact with the Advisee and encourage their active participation in relevant Departmental activities.
- c. The Advisor should provide ongoing guidance to the Advisee about their balance

amongst the areas of performance as specified in the current Agreement and Department Policy Statement.

- d. The Advisor should help the Advisee identify appropriate University resources relevant to their research, teaching and service duties.
- e. The Advisor should offer their services in helping the Advisee prepare manuscripts, grant proposals and teaching materials.
- f. The Advisor should be prepared to be an advocate for the Advisee in that they may be in a position to convey advice related to areas of concern by the Advisee to the Personnel Committee, or *vice versa*.

3. Role of the Advisee

- a. The Advisees are solely responsible for fulfilling their obligations, realizing their potential and working within the structure of the current Agreement and in no way should expect that having a Faculty Advisor assigned to them obviates any responsibility on the part of the Advisee.
- b. The Advisee should regularly seek the guidance of their Advisor in any professional capacity.
- c. The Advisee may request that the Advisor observe their teaching methods (including attending lectures at the invitation, in writing, of the Advisee) in order to solicit feedback and advice.
- d. The Advisee should ask for guidance from the Advisor in preparation of their fifth year Departmental seminar.
- e. The Advisee should seek the guidance of the Advisor in preparing their documentation for regularly scheduled reviews as specified in the current Agreement.
- f. The Advisee should use the Advisor and their input as a gauge of how their activities in the Department might be perceived by the senior faculty. The Advisee needs to

remain aware that the Advisor is primarily an additional resource for them and that the Advisor cannot offer any guarantee of success or represent any position other than their own.

4. Assessments and Assignments

- a. The match between Advisor and Advisee shall be evaluated by the Personnel Committee at least once each year. Although continuity in the Advisor/Advisee roles is to be striven for, the Personnel Committee may choose to reassign Advisors.
- b. The Advisee may request a change of Advisor at any time and for any reason by asking the Chair of the Personnel Committee to consider their request at the next meeting of the Personnel Committee.
- c. The Advisor may ask, and expect to be relieved of their assignment to a particular Advisee at any time and for any reason.
- d. The Department Chair may not serve as an Advisor.
- e. No one shall simultaneously serve as Advisor to more than three Advisees.