I. Objectives
   A. Degrees offered: PhD Nursing, Doctor of Nursing Practice, and Master of Nursing
   B. Discipline: Nursing
   C. Mission of the College: The Washington State University College of Nursing delivers excellent academic programs and engages in research and service in partnership with educational institutions and community stakeholders. Nursing and interprofessional education are delivered locally and globally to advance nursing science, education, and practice to enhance health and quality of life. The college functions as an integrated multi-campus system. Working across campuses, educational, research, and service initiatives strengthen the assets of each campus as well as the college as a whole.

II. Membership
   A. Graduate Faculty within the Nursing programs are WSU tenured and tenure track faculty, WSU clinical track faculty, WSU non-tenured faculty, and WSU adjunct faculty, subject to the limitations and definitions in this document. All Graduate Faculty must be “Initial Program Faculty” (listed in Section XI of this document) or subsequently approved as Graduate Faculty by favorable vote of a majority of nursing Graduate Faculty as per the process outlined in section B below.

   1. WSU Campus Participation
      - The PhD program in Nursing is offered through the Spokane campus of Washington State University as approved and authorized by the Higher Education Coordinating Board (HECB) of Washington State, and is co-located on the Vancouver campus. The Master’s degree in Nursing is offered through the Spokane, Vancouver and Tri-Cities campuses as approved and authorized by the HECB of Washington State. The DNP program is offered through the Spokane, TriCities, and Vancouver campuses of Washington State University as approved and authorized by the Higher Education Coordinating Board (HECB).
      - Approved clinical, clinical track, tenured and tenure track

Graduate faculty approved 4.5.19; Amended 9.30.19; Amended 11/18/19
Nursing Graduate Faculty at all campus sites, agricultural extension sites, and other university affiliated sites may participate equally in the nursing program as supporting site faculty with full program rights and responsibilities. Depending on their academic preparation and experience, they may act as chair, co-chair, or member of graduate student committees; teach graduate courses; supervise research; and act as a program director or committee member.

2. Graduate Faculty Participation
   - Graduate Faculty participation in nursing is independent and separate from academic department, school, or college affiliations.
   - All active members of the Graduate Faculty in nursing are eligible to vote on program issues.

3. Disciplinary Expertise
   Graduate Faculty in nursing are expected to have a PhD, DNP or equivalent doctoral-level degree in a health-related field. In addition, Graduate Faculty must have demonstrated disciplinary expertise in nursing or a health-related field, interest and experience in mentoring and teaching of graduate students in this field, and relevant professional accomplishments. Occasionally a Master’s prepared faculty member with extraordinary accomplishments in the discipline will be recommended as a Graduate Faculty member who can serve only on Master’s level committees.

4. Active Scholarship Appropriate to Nursing
   Nursing Graduate Faculty must be actively involved in research and graduate level teaching related to nursing as evidenced by such activities as recent external grant or contract support, related peer-reviewed publications within the last 5 years, graduate student mentoring within the last 5 years, teaching of relevant graduate level courses, or other relevant professional accomplishments.

5. Non-Tenure Track/Non-Tenured Graduate Faculty
   - Internal to WSU. Non-tenure track Graduate Faculty internal to WSU include research and clinical faculty. Non-tenure track Graduate Faculty are entitled to act as chair or member of graduate student committees; teach graduate courses; and supervise research. When non-tenure track faculty act as chair of a PhD student committee, at least two committee members must be tenured or tenure-track faculty members who are active members of the Nursing Graduate Faculty.
and for a student MN committee, at least one member must be an active nursing graduate faculty member and tenured or tenure-track faculty member. The DNP Project is course-based and does not require the formation of a faculty committee like the PhD dissertation.

- **External to WSU.** Professionals who are not WSU faculty may be granted Graduate Faculty participation in nursing if they are first officially approved as adjunct faculty for WSU. Adjunct faculty who are approved as active nursing Graduate Faculty are entitled to act as a member of graduate student committees; teach graduate courses; and supervise research. They may not serve as a student committee chair or co-chair; a Nursing Graduate Program director; or as a nursing faculty governance or program committee member.

6. Other Individual Committee Members.

- **Individual Committee Member Internal to WSU.** Individuals not officially participating as Graduate Faculty within the Nursing Graduate Programs (for example, a faculty member from another WSU department or program, adjunct faculty, clinical faculty, or research faculty) may serve on graduate committees as long as they are a member of the Graduate Faculty in their own program or discipline and their committee appointment is approved by the appropriate graduate program director and the Dean of the College of Nursing (or designee).

- **External Individual Committee Members.** Individuals who are not officially program at WSU (for example, a faculty member from another university or research entity) may be approved to serve as a thesis/dissertation committee member for an individual student on a case-by-case basis. The committee chair for that student should forward the name and a curriculum vitae of the desired committee member to the appropriate Program Director (MS, PhD, with approval of the appropriate Program Director), the nomination (with accompanying CV or other documentation of expertise) is forwarded to the Dean of the Graduate School for final approval.

B. Application for Membership

1. Initial Graduate Faculty in Nursing are listed in Section XI of this document and have been approved by the nursing existing faculty, appropriate Program Directors, Dean of the College of Nursing, and Dean of the Graduate School.
2. Newly hired tenure-track and clinical track faculty with doctoral degrees automatically become Graduate Faculty. Additional candidates for Graduate Faculty participation in nursing, including *adjunct faculty*, may be nominated by an existing Nursing Graduate Faculty member or may self-nominate. The nomination should include a letter of nomination and a curriculum vita for the nominee. The appropriate Program Director will circulate application materials to the chair of the Graduate Governance Committee, who will distribute it to all active Graduate Faculty prior to voting. Acceptance as Graduate Faculty requires a positive vote from a majority of active Graduate Faculty, with the approved list provided to the WSU Graduate School.

3. In addition to a commitment to maintain the highest standards of mentoring for graduate students, anticipated contributions or qualifications for all successful Graduate Faculty applicants include at least one of the following:
   a. History or reasonable expectation of an active, funded research program that can plausibly be relied upon as the source of continuing support of a nursing graduate student.
   b. History of or willingness to participate as appropriate in administrative, teaching, and other functions of the Nursing Graduate Program. This may include serving on graduate program administrative committees, serving as a thesis or dissertation committee member or chair, or providing graduate level instruction.
   c. History of publication of peer-reviewed manuscripts in nursing or a health-related discipline.

C. Continuation of Active Membership

1. Graduate Faculty appointments to nursing will be reviewed for continuation of active membership by the Dean of the College of Nursing, or designate, every 3 years, with one-third of the membership reviewed each year. They will be evaluated for contributions to graduate instruction, research, and teaching. Contributions to the nursing program shall be a requirement for continued active membership. Contribution may take the form of any of the following:

   a) Committee chair, co-chair or member for graduate students in nursing
   b) Teaching or co-teaching a graduate course in nursing
   c) Supervising research for graduate students in nursing
   d) Serving in the administrative and committee structure of graduate nursing
2. Faculty who do not make any of the contributions as stated above to the nursing graduate program in nursing for three consecutive years, will be designated as inactive Graduate Faculty. Inactive Graduate Faculty do not have voting privileges. Initiation of any of the activities described above will result in restoration of active Graduate Faculty designation.

3. Emeritus faculty: If an inactive emeritus faculty who was previously graduate faculty meets one of the four criteria for active membership, the faculty will automatically become an active member.

D. Discontinuation of Membership
   Upon request of an active or inactive Graduate Faculty member, that individual’s membership will be discontinued. If the person’s research and graduate activity changes, they may reapply for Graduate Faculty membership at any time.

E. Membership Appeal Process
   Faculty appeal of any membership decision in nursing must be made in writing to the Dean within 3 calendar days of the decision. The appeal is voted upon by the Graduate Faculty with a majority vote ruling. Final written appeal may be made to the Dean of the Graduate School within 30 calendar days of the nursing Graduate Faculty vote.

III. Administration

   Administration of the graduate programs in nursing is vested in the Dean of the College of Nursing and the Dean’s designated personnel, including the Associate Dean for Academic Affairs.

IV. Responsibilities of Program Directors

   A. The Nursing Graduate Program Directors (PhD, DNP, MS) are assigned to their positions by the Dean of the College of Nursing and report to the Associate Dean of Academic Affairs.

   B. The duties of the Nursing Graduate Program Directors include:
      1. Provide overall academic leadership for their respective programs.
      2. Develop and implement policies for respective programs.
      3. Assist the Dean in representing the interests of nursing to the campuses and University administrators.
      4. Direct and oversee recruitment into the graduate programs.
      5. Be responsible for coordinating relevant nursing administrative matters for their respective programs.
      6. Assist in management of the budgets of their respective graduate programs.
7. Submit course or curriculum change or approval forms.
8. Suggest bylaws changes for respective programs.
9. Be responsible for the accuracy of all publications related to respective graduate programs including web pages and catalogue copy.
10. Coordinate nursing graduate course teaching assignments with appropriate associate deans within overall nursing programs.
11. Supervise the activities of the Program Coordinator staff as they relate to the graduate programs.

V. Graduate Faculty Committees

Committees for the Nursing Graduate programs include the Graduate Admissions and Progressions Committee, the Graduate Curriculum Committee, and the Graduate Faculty Governance. The College of Nursing has held to a long tradition of shared governance within all programs for all faculty and will continue the tradition within the Nursing Graduate Program Bylaws.

A. Graduate Faculty Governance

1. Functions and Purpose
   - The purpose of Graduate Faculty Governance is to serve as the legislative body in all matters and to make recommendations to the Dean and appropriate administrative officials for Graduate Programs for the College of Nursing.
   - Develop and evaluate objectives and outcomes of research, service, clinical preparation, and academic curricula specific to graduate programs.
   - Foster a level of excellence in teaching, research, scholarly work, and service to enhance goals of graduate faculty.
   - Act on recommendations of standing and ad hoc committees as they are brought to Graduate Faculty Governance.
   - Hold Graduate Faculty meetings as noted in VIII, below.
   - Provide an annual report the Faculty Governance Organization (FGO)

2. Membership and Leadership
   - The membership includes all graduate faculty.
   - Leadership of the Graduate Faculty Governance is chosen by yearly election.
   - Leadership includes the Chair, Chair-elect, and Past Chair. Each year, a new Chair-elect will be elected by the Graduate Faculty. The Chair-elect will serve a one-year term as Chair-elect, then move to a one-year term as Chair, and finally to Past Chair in the third year.
   - The three officers will serve on the Faculty Steering Committee, a committee of the full Faculty Governance Organization.
   - Duties of the Chair include: presiding over graduate faculty
meetings, works with the Chair-elect and Past Chair in all matters including setting up ad hoc committees for specific functions, sends out notices of meetings, provides meeting agendas no less than three days prior to meetings.

- Duties of the Chair-elect include: works with Chair and Past Chair to set agendas for meetings, makes minutes of all graduate faculty meetings, provides minutes from meetings to faculty within seven days of each meeting, presides at meetings when Chair absent, assumes role of Chair at end of the Chair’s term or if Chair unable to complete his/her term.

- Duties of the Past Chair include: working with the Chair and Chair-elect, helps set agenda for meetings, mentor the Chair, determines quorum at meetings for voting, and acts as Parliamentarian.

B. Graduate Admissions and Progressions Committee

1. Functions
- Recommends to the graduate faculty, the criteria, policies and procedures for student admission and progression to the graduate programs of the College of Nursing
- Select students to recommend to the WSU Graduate School for admission to the graduate programs.
- Collaborates with the Assessment and Evaluation Team to assure the collection and dissemination of formative and summative data for evaluation of admission and progression.
- Develops and maintains procedures for implementation and evaluation of admission and progression decisions.
- Collaborates with the Associate Dean for Academic Affairs and the graduate program directors to resolve issues and ensure compliance with University and accreditation requirements.
- Provides review for students in all College of Nursing graduate programs.
- Makes recommendations to the appropriate academic program administrators about individual student progress when a student performance warrants review.
- Provides an annual report to the Graduate Faculty Governance

2. Leadership and Membership
- Chair of the Graduate Admissions and Progression Committee is elected for a 1-year term by members of the Committee.

The members of the committee shall be:

- Graduate Faculty
  a. Five (5) doctorally prepared faculty representing each of
the graduate programs, and representative of at least two (2) college campus locations.

b. At least one of the faculty must be tenured.
   • Two graduate students from different graduate programs.
   • The Associate Dean for Academic Affairs shall serve as an ex-officio member of the committee, without voting privileges.

3. Term of Service
   • Faculty
     a. Elected by the Graduate Faculty for two-year term.
     b. Three (3) faculty shall be elected in even years, two (2) elected in odd years.
   • Students
     Students are invited to serve as non-voting members by the Associate Dean for Academic Affairs and shall serve a one-year term.

C. Graduate Curriculum Committee
   1. Functions
      • Provides curricular oversight for all College of Nursing graduate programs.
      • Ensures that the curricular design of graduate courses and programs reflects the philosophy and objectives of graduate programs by making recommendations to the graduate faculty about proposed:
         a. Revisions in existing courses and development of new courses
         b. Revisions of existing programs and development of new programs.
      • Ensures that each of the graduate programs engages in curricular review at regular intervals to evaluate the success of the program in meeting student, university, and community needs.
      • Discusses program curriculum, outcome measures, and evaluation of student performance with appropriate academic program administrators.
      • Requests additional information as needed to ensure adequacy of curricular review.
      • Assists with curricular review as requested by appropriate academic program administrators.
      • Develops and maintains procedures for implementation and evaluation of curricular decisions.
      • Collaborates with the Associate Dean for Academic Affairs and the graduate program directors to resolve issues and ensure compliance with University and accreditation requirements.

Graduate faculty approved 4.5.19; Amended 9.30.19; Amended 11/18/19
• Provides an annual report to the Graduate Faculty Governance

2. Leadership and Membership
• Chair of the Graduate Curriculum Committee is elected for a 1-year term by members of the Committee

The members of the committee shall be:
• Five (5) doctorally prepared faculty representing each of the graduate programs
  a. At least one of the faculty must be tenured.
  b. At least two (2) college campus locations must be represented.
• Two (2) graduate students from different programs.
• The Associate Dean for Academic Affairs shall serve as an ex-officio member of the committee, without voting privileges

3. Term of Service
• Faculty
  a. Elected by the Graduate Faculty for two-year term.
  b. Three (3) faculty shall be elected in even years, two (2) elected in odd years.
• Students
  Students are invited to serve as non-voting members by the Associate Dean for Academic Affairs and shall serve a one-year term.

D. Dean Appointed Committees
  1. Dean appointed Committees provide advice and commit to dialogue with the Dean and Associate Deans. Committee members are appointed by the Dean to a two-year term. Input from community and campus committees will also be integrated as appropriate into the respective committees.
  2. Committees may include Accreditation, Professional Development, or others as determined by the Dean.

VI. Graduate Student Committees
  A. The initial selection or subsequent changes of a graduate student’s committee shall be determined by the student and advisor, with approval of the appropriate Program Director.
  B. Each graduate committee shall have a minimum of three members (at least two from Nursing) who are WSU Graduate Faculty. Students who wish an additional member from outside WSU can submit the prospective member’s curriculum vita and a statement about the expertise the member will bring to the committee, to the appropriate Program Director who will
approve and send the request to the WSU Graduate School.
C. The performance of each graduate student is reviewed annually.

VII. Student Representatives
Student representation is included in the Graduate Committee structure as appropriate.

VIII. Graduate Faculty Meetings
A. The Graduate Faculty Governance Chair shall call Nursing Graduate Faculty meetings as needed, with a minimum of once per semester.
B. A special meeting of the nursing Graduate Faculty may be requested by the Steering Committee of the Faculty Governance Organization (FGO).
C. Telephone or other electronic communication methods will be used for all nursing Graduate Faculty meetings so that faculty across all campuses can readily participate.
D. Voting on all items needing graduate faculty approval may take place electronically, as necessary.

IX. Quorum
A. Unless specified otherwise, a quorum for conducting business and voting/other decision making at graduate faculty meetings is defined as 50% of the active nursing Graduate Faculty. For Graduate Program Committees to conduct a business meeting, a quorum is defined as a minimum of 50% of the committee membership.
B. A simple majority of the number of votes cast are required to pass a motion at the general graduate faculty meetings and the program committee meetings.
C. In the event of a tie vote in general graduate faculty meetings, the Chair of the Graduate Faculty Governance Committee will decide the outcome of the vote. For tie votes within program committees, the committee chair will decide the outcome of the vote.

X. Amendments to Program Bylaws
A. The nursing Graduate Program bylaws shall be reviewed every fifth year by the Graduate Faculty and annually by the Dean.
B. Amendments to the Bylaws may originate from any eligible nursing Graduate Faculty member or Committee. Proposed amendments should be forwarded to the Chair of the Graduate Faculty Governance Committee. Proposed amendments are forwarded electronically to the nursing Graduate Faculty at least 2 weeks prior to a faculty meeting when they will be discussed.
   After discussion, voting will proceed electronically. Amendments to the nursing Graduate Bylaws require a positive vote from the majority of active nursing Graduate Faculty.
C. Amendments and revisions must be submitted to the WSU Graduate Studies Committee and Faculty Senate for review and final approval.
XI. List of Graduate Faculty (11/18/2019)
A. The Graduate Faculty participants who may serve on and/or chair doctoral
or Master’s level committees include:

<table>
<thead>
<tr>
<th>FIRST NAME</th>
<th>LAST NAME</th>
<th>* Masters prepared</th>
<th>**Research faculty</th>
<th>*** External to CON</th>
<th>**** Emeritus</th>
<th>CAMPUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carol</td>
<td>Allen</td>
<td></td>
<td></td>
<td></td>
<td>****</td>
<td>SPK</td>
</tr>
<tr>
<td>Solmaz</td>
<td>Amiri</td>
<td></td>
<td>**</td>
<td>***</td>
<td></td>
<td>SPK-COM</td>
</tr>
<tr>
<td>Jackie</td>
<td>Banasik</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Celestina</td>
<td>Barbosa-Leiker</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Ruth</td>
<td>Bindler</td>
<td></td>
<td></td>
<td></td>
<td>****</td>
<td>SPK</td>
</tr>
<tr>
<td>Bevan</td>
<td>Briggs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TC</td>
</tr>
<tr>
<td>Debbie</td>
<td>Brinker</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Fionauala</td>
<td>Brown</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Ekaterina</td>
<td>Burduli</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Patricia</td>
<td>Butterfield</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK-COM</td>
</tr>
<tr>
<td>Christina</td>
<td>Chacon</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Andrea</td>
<td>Davis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VANC</td>
</tr>
<tr>
<td>Lisa</td>
<td>Day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Dorothy</td>
<td>Detlor</td>
<td></td>
<td></td>
<td></td>
<td>****</td>
<td></td>
</tr>
<tr>
<td>Vicki</td>
<td>Denson</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VANC</td>
</tr>
<tr>
<td>Dawn</td>
<td>DePriest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Tulla</td>
<td>Diede</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Joanne</td>
<td>Dotson</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Dawn</td>
<td>Doutrich</td>
<td></td>
<td></td>
<td></td>
<td>****</td>
<td>VANC</td>
</tr>
<tr>
<td>Linda</td>
<td>Eddy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VANC</td>
</tr>
<tr>
<td>Phyllis</td>
<td>Eide</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Deborah</td>
<td>Eti</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Sarah</td>
<td>Fincham</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Shelly</td>
<td>Fritz</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VANC</td>
</tr>
<tr>
<td>Janessa</td>
<td>Graves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Mel</td>
<td>Haberman</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Laura</td>
<td>Hahn</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>YAK</td>
</tr>
<tr>
<td>Valerie</td>
<td>Hennessy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>YAK</td>
</tr>
<tr>
<td>Renee</td>
<td>Hoeksel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VANC</td>
</tr>
<tr>
<td>Lois</td>
<td>James</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Stephen</td>
<td>James</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Louise</td>
<td>Kaplan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VANC</td>
</tr>
<tr>
<td>Janet</td>
<td>Katz</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Tracy</td>
<td>Klein</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VANC</td>
</tr>
<tr>
<td>Naomi</td>
<td>Lungstrom</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
<tr>
<td>Anne</td>
<td>Mason</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SPK</td>
</tr>
</tbody>
</table>

Graduate faculty approved 4.5.19; Amended 9.30.19; Amended 11/18/19
| Name           | Department   | Status  
|----------------|--------------|---------
| Lonnie Nelson  |              | SPK     
| Connie Nguyen-Truong |           | VANC   
| Tamara Odom-Maryon |           | SPK     
| Gail Oneal      |              | SPK     
| Julie Postma    |              | SPK     
| Janet Purath    |              | VANC   
| Melody Rasmor   |              | VANC   
| John Roll       |              | SPK     
| Bonnie Sarkinen | *            | TC      
| Vicky Sattler   |              | SPK     
| Elizabeth Schenk| **           | MT-PROV 
| Billie Severtsen |            | SPK     
| Kawkab Shishani |              | SPK     
| Ka’imi Sinclair |              | I REACH 
| Denise Smart    |              | SPK     
| Pamela Stover   |              | VANC   
| Catherine Van Son |            | VANC   
| Megan Vulcan    | *            | SPK     
| Wendy Williams-Gilbert | | SPK     
| Marian Wilson   |              | SPK     
| Natsuko Wood    |              | SPK     
| TOTAL           |              | 52      

**QUORUM (50%)** 26

* Master's prepared faculty  
** Research faculty  
*** Faculty external to the Program approved for Graduate Faculty in Nursing  
Emeritus faculty who also qualify as graduate faculty

B. The Dean of the College of Nursing or designate is responsible for submitting an updated list of active and inactive nursing Graduate Faculty to the Dean of the Graduate School annually. This shall include all newly hired tenure-track faculty who will become Graduate Faculty based on employment and disciplinary expertise.