The University Senate of Michigan Technological University

Proposal 52-22

Charter of the Department of Social Sciences

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I. Amendment and Approval of the Charter

A.1.   Procedure for Amending this Charter

Amendments to this charter may be proposed by any member of the Department's faculty or staff at any time by the following procedure.

    i.a. A proposed amendment is submitted to (or initiated by) the Chair in writing.

    ii.b.   The Chair will appoint an ad hoc charter committee for review of the proposed amendment. The committee will review the proposed amendment and report to the faculty/staff. The Committee's report will summarize the proposed changes and their potential ramifications.

    iii.   c.The proposed changes will then be discussed at a formal Department meeting.   The support of 2/3rds or more of the voting members of the department is required for approval of the amendment.

    iv.   d. All amendments approved by the Department must be approved by the Provost _____ and the University President.

It shall be the responsibility of the Chair to review the Charter once a year for compliance with University policies and procedures, and if necessary, amend the charter using the above procedure. When the provisions of this Charter are in conflict with University policies and procedures, the University policies and procedures shall take precedence.

B.   2. Voting Members of the Department

Voting members of the Department shall be tenured and tenure-track faculty and lecturers with appointments of at least 50% in the Department of Social Sciences. Full-time staff shall be eligible to vote on non-academic items, including the selection of the Department Chair. Other non-academic items will be identified by the Department Chair prior to balloting.

a. Voting

The following types of decisions and/or resources allocations require a vote of the entire faculty:

- Curriculum changes that impact more than one program
- New degree programs
- Shelving programs
- Charter revisions

- Senate-related matters
- Strategic Plans/Initiatives
- Annual service assignments for standing committees

All of the above decisions are made by a simple majority unless otherwise stated in the Charter.

Faculty members must be informed via email a minimum of two weeks prior to any vote

Discretionary funds spending above $10,000 gets input from the Advisory Committee and a vote of the entire department faculty is required if Advisory Committee recommends the decision.

All votes are to be conducted using an electronic balloting system which will be administered by the Department Administrator or Department Chair. All votes will be anonymous.

Results of votes are shared via meeting minutes. Meeting minutes are to be stored on the Department Shared Google Drive.

Students may voice their views and opinion, via their Department student representative, but they do not vote.

II. Appointment, Duties, and Responsibilities of the Chair

A1. Search for a New Department Chair

The search for a new Department Chair shall be carried out in accordance with Senate Procedures 805.1.1 "Search Procedures for Department Chairs and School Deans." 805.1.1 "Search Procedures for Department Chairs and School Deans."

B2. Responsibilities

The Chair shall serve as the Department's chief executive officer.Chief Executive Officer. The Chair's responsibilities shall include such matters asthe following:

- GeneralThe general operation of the Department
- Control and maintenance of the budget
- Faculty and staff hiring and recruitment
- Evaluation of the faculty through annual performance reviews and assignment ofawarding merit raises
- Personnel development
- Maintenance of records relevant to personnel actions
- Scheduling of courses and the assignment of teaching schedules
- Approval of sabbaticals and leavesother leave requests
- Hiring, orientation, and direction of part-time faculty

- Program development
- Assignment of faculty members and staff to committees
- Oversight of degree programs and their administration (advising, assessment, complaints, waivers, etc.)
- Oversight of the Department's web and social media presence
- Representation of the Department on the College Council and other university committees and forums
- Serving as liaison and conduit for communications between the Department and university administration
- Serving as a campus-wide advocate for the Department to the remainder of campus, including university administration
- Fundraising
- Maintain an updated list of all active committees, members, and their terms; this will be shared in a manner accessible for all
- Develop and maintain an active mentoring plan for all faculty members

The Department Chair shall carry out the above and other obligations as appropriate in accordance with the various policies and guidelines passed on various occasions by the departmentDepartment.

C3. Acting Chair and Next-in-Charge

When the Chair will be absent for a brief period, he/shethey shall name a Next-in-Charge. When the Chair will be absent for an extended time (but less than one semester), he/shethey shall appoint an Acting Chair. The Next-in-Charge or Acting Chair will be responsible for carrying out the normal responsibilities of the Chair. If the Chair will be absent for more than one semester, the Dean of the College will assign an Interim Chair.

D4. Department Meetings

1a. Frequency of Meetings

The Chair of the Department will call formal departmental meetings at various times during the year, depending on the volume of business to be conducted, but at minimum at least once a semester. These meetings will be the primary forum for the discussion of policy issues. The Chair shall prepare and distribute a tentative agenda ahead of timebefore the meeting; any staff or faculty member may request that items be included in the meeting agenda.

2. Meeting minutes will be prepared and they will shared via email after the meetings. The meeting minuesminutes will be stored in a shared central electronic system (e.g., Google drive). Access is restricted to faculty and staff and should not be shared without the permission of the Department Chair. The system will be administered by the Department Administrator.

Voting

When votes are taken in Department meetings they may be by voice or hand. Secret ballots will be used at the request of any faculty member.

E.

5. Budget Development

Early each academic year, the Department Chair shall prepare a budget for the Department for the coming academic year and present it to the Department at a Departmental meeting for review and inputvote for approval by faculty.

G6. Hiring of Faculty and Staff

The Department's goal is to attract and employ the people best qualified for its programmatic needs. Tenure-track faculty position openings shall be discussed in a general departmental meeting, before the appointment of an ad hoc search committee. The committee, once appointed, will work with the Department Chair, to define the qualifications and interests desired of the job candidates and carry out the search. Faculty shall be kept informed of the progress of all searches and be provided opportunityopportunities for input at several stages of the process.

After candidates are interviewed, the search committee will circulate a ballot to the faculty to determine if candidates are viewed as exceptional, acceptable, or unacceptable by faculty and to solicit additional comments. The search committee shall notify the faculty of the results of this ballot. The search committee will then make a recommendation to the Chair.

In no case shall the search committee or the Department Chair recommend the appointment of a candidate deemed unacceptable by a majority of the Department's faculty.

See guidance for developing this committee under Ad hoc committees.

For staff, the Department Chair may create a search committee but will, in any case, consult with other staff members.

The Department Chair will prepare letters of appointment that are in accord with University policy and address the particular duties and expectations for the performance of all new faculty and staff, members and start and end dates of the appointment. All letters will include the statement that no oral representations can modify the written Letter of Appointment or the written Charter, Policy, or Procedures. For a tenure-track appointment, these letters must identify the start of the tenure probationary period, state the mandatory tenure review date, and define the academic unit in which tenure will be

considered for those faculty having split appointments. These letters also should include a link to the Departmental Charter.

H7. Assignment of Teaching Loads

The Chair will work with faculty and the Department ~~Coordinator~~ Administrator each year to distribute teaching responsibilities in a manner that is efficient and fair. The process will start with an inquiry to faculty that asks what they expect to teach each semester. The Administrator~~Coordinator~~ will work with the Chair to assure that necessary classes will be offered in a proper sequence. There will be an effort to share responsibility for upper and lower division, graduate and undergraduate, seminar and lecture sections over the long run, while recognizing that there are differences among faculty and disciplines. Each faculty member will be expected to teach in their specialty area(s), and also annually to teach at least one section of a lower-division class that applies to General Education requirements, such as introductory discipline-based or interdisciplinary classes.

In general, a standard load for research-active faculty will be two courses per semester. For those who choose to focus on teaching, a 3-2 or 3-3 load will be common. A temporary reduction in teaching load is possible through negotiation with the Chair based on a balance of Departmental needs and available resources. For example, a faculty member may negotiate a reduced load if they need relief for concentration on a research project and have external funds that can be used to hire a replacement instructor.

I8. Merit Raises

Merit raises for the Social Sciences faculty shall be determined by the Chair. In delineating these raises the Chair shall take into account each faculty member's activities in teaching, research, and service (both on-campus and professionally). In dealing with these areas, the Chair shall attempt to weigh them on a 40%-40%-20% basis, with adjustments as appropriate, such as for lecturers.

In the area of teaching, the Chair shall consider a number of areas, including (but not restricted to): number of classes taught, enrollment, student evaluations, peer evaluations, contribution to the University's general education program, pedagogical publications and awards, number of graduate and undergraduate students ~~being directed, student complaints~~ mentored and/or advised, and contribution to curricular or program development.

In the area of research, the Chair shall consider a number of areas, including (but not restricted to): presentations at professional meetings, publications of all types, proposals submitted, and grants and proposals funded.

In the area of service, the Chair shall consider a number of areas, including (but not restricted to): level and quality of service on departmental, college, and university committees, contribution to curricular or program development, and level and quality of service to organizations that call on a faculty member's professional expertise.

~~J~~9. Travel **and Professional Development** Funds

The Chair will be responsible for the allocation and disbursement of travel funds. The level and availability of funding shall be announced in a Department meeting during the ~~fall semester~~Fmester of each school year.

~~K~~10. Evaluation of Chair for Reappointment

The reappointment of the Chair shall be carried out in accordance with ~~Senate Procedures 506.1.1 "Evaluation Procedures for Department Chairs and School Deans."~~ Senate Procedure 506.1.1 "Evaluation Procedures for Department Chairs and School Deans."

~~1. General Process~~

~~Evaluations for reappointment generally take place in the third year of each term of appointment.~~

~~The College Dean will initiate the evaluation process by asking the Department to form an Evaluation Committee. He/she will attend the first meeting of the Evaluation Committee and outline the Senate procedures for the reappointment evaluation. These procedures include the creation of a survey instrument that meets the criteria spelled out in the Senate Procedures, a review of the survey instrument by the Department's constituency, the execution of the survey, the creation of a report based on the survey results, an opportunity for the Department Chair to respond to the report, a review of the report by the Department's constituency, and a ballot as to whether the Chair should be reappointed.~~

~~After the Dean of the College receives the evaluation report and the results of the ballot, he/she will meet, first, with the Department Chair and, second, with the Department's constituency to discuss the final reappointment decision.~~

~~2. Formation of Evaluation Committee~~

~~The Evaluation Committee will consist of two faculty members elected by the department. This election will be initiated by the Department's Senator. The Evaluation Committee will not include the current Chair or any faculty member that has a conflict of interest regarding the current Chair's evaluation.~~

~~3. Participation~~
~~All tenured and tenure-track faculty, lecturers with appointments, and all staff will have the opportunity to provide input on the survey questions, to participate in the survey, to review the committee's report, and to place a ballot.~~

~~4. Reporting of Open-Ended Responses~~

~~The Evaluation Committee will summarize any open-ended responses included in the evaluation survey. They will not report them verbatim.~~

III. Promotion, Tenure, and Reappointment of Faculty

The Department Chair and the Department's ~~PT&R~~Promotion, Tenure, and Reappointment (PTR) Committee shall follow the following procedures and guidelines. In compliance with Board of Trustees policy, all recommendations for promotion, tenure, and reappointment will require the approval of the Provost, President, and Board of Trustees to become effective. These criteria for promotion, tenure, and reappointment supplement the basic promotion, tenure, and reappointment process of the College of Sciences and Arts and of the University as a whole.

A faculty member may qualify for academic advancement through suitable accomplishment in scholarship, effective teaching, professional development, service to students, and administrative or professional services, as specified in these guidelines. Overall, the candidate should show evidence of professional growth both within and outside of the confines of the University.

~~A~~1. Role of the Promotion, Tenure, and Reappointment (~~PT&R~~PTR) Committee

The Promotion, Tenure, and Reappointment (~~PT&R~~PTR) Committee (formed as described in Part II, Section E of the Department Charter) shall evaluate the files of applicants and render professional judgment about their suitability for tenure, promotion, and/or reappointment. The committee will provide the Department Chair and the College with a written recommendation and assessment of the scholarly performance of each applicant for tenure and promotion, considering three key areas of evaluation: teaching, research, and service. The Committee will also ~~insure~~ensure that promotion and tenure files go forward to the College Committee in good order with all necessary materials available. ~~Assessments for reappointments~~Reappointment assessments will provide the Department Chair with an evaluation of the candidate's progress toward tenure.

~~B~~2. Reappointment Reviews

~~1. Reappointment~~a. The PTR's appointment reviews ~~should be understood as~~ are internal assessments ~~by the departmental PT&R committee, leading to~~, providing recommendations on candidates' progress toward tenure. ~~These reviews should provide~~ as well as goals to help candidates develop strategies to achieve tenure.

~~2~~b. Faculty due for an annual review of progress toward tenure will submit to the committee a current vitae and a one-page statement regarding activities in research, teaching, and departmental/university service in the previous year. The Committee will advise the Department Chair in writing of its assessment of the candidate's progress towards tenure, and provide a copy to the faculty member.

~~3~~c. Faculty due for a two-year major review leading to a committee recommendation on reappointment will submit to the Committee:

> (i) a current vitae

(ii) a ~~one to two page~~brief (1-2 pages) statement on recent and current activities in these areas: research, teaching, departmental/university service, and future plans and directions for the next two years (including work in progress)

(iii) teaching evaluation summaries for the past two years

(iv) ~~A Peer Teaching~~a peer teaching evaluation. This document will be a report of two faculty ~~member~~members on the teaching activities of the faculty member under review. The faculty member will identify one member of the department and the chair a second member to conduct this evaluation. The reviewing faculty members will submit a summary of the teaching evaluation, along with their Peer Teaching Observation Forms (see Appendix B), as their review. The intent of the review is constructive and the process is described in the Peer Review Teaching Process document (see Appendix A).

~~(a)~~ The peer teaching evaluation will include pre- and post-review meetings in which relevant information about the makeup of the class and the goals of the class and appropriate course materials are discussed with the faculty member under review in order to provide appropriate context to the evaluation/observation.

~~(b)~~ The peer teaching evaluation will be reported initially to the evaluated faculty member who will have an opportunity to respond to the evaluation before it is submitted to the department chair. This response may lead to modifications of the initial evaluation report. However, when requested, the evaluated faculty member may also submit a written statement if ~~he/she wishes~~they wish to formally rebut or affirm the evaluation.

~~If the PT&R Committee uses other material in its evaluation, the Committee will inform the candidate of its utilization of additional information, which can then be viewed by the candidate.~~

The Committee will ~~advise~~provide the Department Chair in writing ~~of~~with its ~~recommendations~~recommendation for reappointment or non-reappointment and its reasons. The committee will provide a copy to the faculty member.

~~4~~d. In the case of a recommendation of non-reappointment by the Committee in a biennial review, the faculty member may provide a written response to the Committee. Both documents will be forwarded to the Department Chair.

~~5~~e. The Department Chair will recommend for or against reappointment in writing to the Dean of the College of Sciences and Arts. In cases of non-reappointment, reasons will be provided~~.~~ by the Department Chair. The faculty member will be notified of the decision and provided a copy of the document recommending against reappointment.

~~6~~f. If the Department Chair should make a decision different from ~~that~~the recommendation of the ~~PT&R~~PTR Committee, or either recommend against

appointment, the candidate may write a response and place it in the reappointment file before it goes to the Dean.

C3. Departmental Responsibilities in the Preparation of Faculty for Tenure

1a. The Department Chair shall arrange annual professional development interviews with untenured faculty members of the Department. These interviews should review recent activities and accomplishments of the faculty member, his/her plans and objectives, and the relationship and merit of his/her contributions to Department and University Programs.

2. The At this interview, the Department Chair must also provide all untenured tenure-track faculty members with a written, confidential opinion of their progress toward tenure. Faculty members shall acknowledge receipt of a copy of the statement by signing and dating the original.

3. Periodicallyb. Upon request, the PT&R Committee Chair, Department Chair and departmental representative to the College Committee will conduct an informational meeting for untenured tenure-track faculty on the promotion process and on how to build a presentable record for tenure.

4c. Tenured faculty members of the department should generally be aware of untenured tenure-track faculty members' progress toward tenure, be familiar with the Department's mentoring plan, and serve as informal mentors where possible.

D4. Tenure & Promotion Review

The PT&RPTR Committee, in conjunction with the Department Chair, will provide adequate notice of the review deadline and clear instructions to the candidates on the preparation of files.

1a. Submission of Material

The Chair will go over the checklist of what the candidate for tenure and/or promotion is required to submit and by when. In general, candidates will need to submit a curriculum vitae and sample publications for external reviewers, a summary of their research, teaching, and service record in a university-prescribed format (FAR), and a one-page bio for the Board of Trustees.eg., Faculty Activity Report - FAR).

2b. Identification of External Reviewers

The Committee, working with the Department Chair, will identify five to seven external scholars to review the file of candidates for tenure and promotion. Because of the multi-disciplinary nature of the department, candidates for tenure and promotion may make suggestions regarding the selection of external reviewers as follows: the candidate will suggest a number of5 names (about 4-5).. Independently of the candidate, the Committee will develop an additional list of names (about 4-5). The candidate will be given an opportunity to eliminate one name from the committee list without explanation. Referees

contacted will ordinarily be drawn by the dept chair from both the candidate and committee lists.

~~3~~c. Letters from External Reviewers

The Department Chair shall contact the external reviewers. A~~Normally a~~ll letters received will be included in the candidate's review folder. Promotion and tenure folders will contain information identifying the scholars, the relevance of their evaluation for the recommendation in question, and any relationship between the external evaluator and the person being evaluated. Letters from external reviewers will be considered confidential personnel communications and will be available for use by only those parties directly involved in the review process. Candidates for promotion and/or tenure will not have access to external evaluations. The University will hold such letters in confidence to the fullest extent consistent with law.

~~E~~5. Rights of Applicant

~~1~~a. An individual, not subject to a mandatory review, has a right to withdraw a tenure and promotion application at any time.

~~2~~b. Candidates will be informed of the ~~PT&R~~PTR Committee and Department Chair recommendations by the Department Chair before they are sent to the College Committee.

~~3~~c. Candidates may update their tenure or promotion file after it has left the department only under the following circumstances: -when additional information is requested; when a grant application already submitted for review is accepted; -when a forthcoming article, chapter, or book is published.

~~F~~6. The Reappointment, Tenure, and Promotion Process beyond the Department

~~As defined by University policy, the reappointment, tenure appointment and promotion process includes additional review beyond the Department level.~~

~~In a tenure appointment or promotion case, the Department PT&R Committee's recommendation and the Department Chair's recommendation go to the Dean of the College of Sciences and Arts. Based on the recommendation of the College PT&R Committee, the Dean formulates a separate written recommendation for each candidate and sends it, along with the departmental recommendations, to the Provost. The Dean's statement must indicate whether tenure/promotion is recommended. Simultaneously, the Dean is to inform the candidate, in writing, of the recommendation. In cases where the recommendation is against tenure or promotion, the Dean may, upon the request of the candidate, provide a written statement of the reason(s) for the negative recommendation, specifying areas where the candidate's performance is deficient.~~

~~Following receipt of the Dean's recommendation, the Provost makes a recommendation to the President. The President then makes a recommendation to the Board of Trustees. The President will inform the Provost of the recommendation to be presented to the Board of Trustees. The Provost will promptly notify the candidate of the~~

recommendation. In cases where the recommendation is against tenure or promotion, the Provost may, upon the request of the candidate, provide a written statement of the reason(s) for the recommendation, specifying areas where the candidate's performance is deficient.

For re-appointment previous to one's tenure case, the process is the same except that the Dean's recommendation is made without input from the College PT&R committee. In addition, the Provost recommends to the President either (i) a one-year (terminal) appointment, or (ii) a two-year reappointment. The President will decide on the reappointment recommendation to the Board of Trustees. The President will inform the Provost of the recommendation to be presented to the Board of Trustees. The Provost will promptly notify the candidate of the recommendation. In cases where the recommendation is a one-year, terminal appointment, the Provost may, upon the request of the candidate, provide a written statement of the reason(s) for the recommendation, specifying areas where the candidate's performance is deficient. GReappointment, Tenure, and Promotion Process beyond the Department procedures are outlined in Section 5.5.1 of Appendix I. Tenure, Promotion, and Reappointment Procedures of the Faculty Handbook.

7. Early Tenure

A faculty member may be considered for tenure prior to the mandatory year. Candidates for tenure must meet the same cumulative standards of performance as candidates in their mandatory years. Candidates should consult their departmental chair or unit PT&RPTR committee chair about their chances of successfully achieving early tenure prior to application.

1a. Procedure for Early Tenure Cases

See Senate Clarification 709.1.1

8. Appeals

The following Appeals procedures are used for early tenure cases:

a. The candidate begins the early tenure process by submitting a complete promotion application file to the PT&R committee of the academic unit.

b. To be considered for tenure prior to the mandatory year, a candidate must receive a 2/3-approval vote from the entire PT&R committee of the academic unit.

c. In the event of a 2/3-majority vote of the PT&R committee in favor of early tenure for the candidate, the committee forwards the recommendation to the Department Chair. If fewer than 2/3 of the members of the PT&R committee vote in favor of early tenure for the candidate, the candidate is notified of the vote and the process stops for that academic year. No further action or appeal is possible during that academic year.

    d. ~~Once a candidate has been approved by the PT&R committee in the academic unit, the process, including appeals, is exactly the same as it is in the mandatory year.~~

~~2. Limits on Applying for Early Tenure~~

~~A faculty member is not limited in the number of times he or she may be considered for early tenure by the academic unit's PT&R committee. However, beyond the departmental or school PT&R committee, a faculty member may go through the early tenure process only once. Thus, a faculty member will receive full tenure consideration (beyond the department or school level) at most twice: once prior to the mandatory year and once during the mandatory year. Applications withdrawn by the candidate that have been reviewed at levels beyond the academic unit PT&R committee count as a tenure consideration.~~

~~3. Consideration of Record at Previous Institutions~~

~~In the case of individuals who have had substantial time in academic and/or professional positions at other institutions, that individual's time and record in other institutions shall be considered when assessing their academic trajectory.~~

~~H. Appeals~~

~~As~~ defined ~~by University policy, candidates who are not reappointed, or who are denied tenure or promotion, may appeal, in writing, to the Committee on Academic Tenure, Promotion, and Reappointment. The only grounds for appeals are the failure of a recommending party or parties to follow the Tenure and Promotion Policy, the Faculty Staffing Policy and/or the~~ in Section 7 of Appendix I. Tenure, Promotion, and Reappointment Procedures. ~~All appeals must be filed with the Committee within 30 calendar days following the date of notification by the Provost of a negative recommendation to the President. No other route of appeal is provided. Appeals must specifically list the basis for the appeal including the aspect of the policy or procedure that the candidate believes was violated. All such written appeals must be delivered to the Office of the Provost who will forward them to the committee~~ of the Faculty Handbook.

~~I~~9. Criteria for Promotion and Tenure

The granting of tenure and promotion in the Department of Social Sciences rests upon the qualitative assessment and evaluation of the performance of individuals at the time of their promotion. There is no one formula that applies in this department, and quantitative measures (numbers of articles, dollars of outside research raised, numerical summaries of teaching evaluations) cannot replace the qualitative dimension of the review process. ~~The Department believes it is appropriate to consider "departmental citizenship" during the tenure and promotion review. This term refers to the individual's contribution to the life of the department in various ways, and includes constructive cooperation with other members of the department toward departmental goals in such areas as programmatic development, teaching endeavors, committee assignments, and so forth.~~

1
a. Criteria For Appointment as Assistant Professor

The candidate should:

ai. Have a terminal degree. This usually will be a Ph.D. or equivalent.

bii. Demonstrate competence as a teacher.

ciii. Maintain active membership in an appropriate professional society.

div. Demonstrate evidence of capacity to initiate a record of research and publication.

2b. Criteria For Promotion to Associate Professor

The candidate should:

ai. Meet all requirements for promotion, or appointment, to the rank of Assistant Professor.

bii. Have a successful record as a teacher, as attested to by students and colleagues, and a peer teaching evaluation report (see charter section VIII.) This may also include the supervision of graduate students, service on graduate committees, and advising of undergraduate students.

ciii. Maintain continuing and active participation in scholarly research, as evidenced by such activities as peer-reviewed publications in vehicles appropriate to one's field, presentations at scholarly meetings, and receipt of grants for research and the support of graduate students. The candidate's record must demonstrate that scholarly work is beginning to move beyond his/her dissertation research, and that scholarly growth and development isare likely to continue beyond promotion.

div. Demonstrate active service to his/her profession. This may include the review of books, manuscripts, prospectuses, or research proposals for outside agencies, participation in one or more appropriate professional societies, such as holding office, serving on committees, and attendance at professional meetingmeetings.

ev. Contribute to the academic and professional programs of the University through committee work, program development, or administration service.

fvi. Serve the University community through support of student groups or programs and/or the community at large in his/a professional capacity.

The Department proposes no one "ideal" combination of these criteria in a candidate for tenure and promotion to associate professor. Still, not all activities are of equal importance. The department weights service to the University and Department least heavily, as evidenced by its informal agreement that junior faculty not be overburdened with committee responsibilities. Individuals can meet criteria ev and fvi above by offering evidence of accepting a larger role in service to the University and local community by the time of their promotion. Greater importance is attached to a candidate's service to his/her profession, but the most important criteria are bii and ciii. It

is recognized that there will be significant variation in the teaching, research, and publication records achieved by candidates for promotion and tenure in this department, and allowances will be made for that variation. Nonetheless, the Department expects candidates to exhibit strength in ~~BOTH~~both teaching ~~AND~~and scholarly research and publication. It will be assumed that new faculty will spend their first two years working most heavily on teaching and course work, with greater evidence of scholarly efforts appearing after the first two years.

~~3~~
c. Criteria For Promotion To Professor

The candidate should:

   ~~a~~i. Meet all requirements for promotion to the rank of Associate Professor.

   ~~b~~ii. Have a successful record as a teacher, as attested to by students and colleagues, and a peer teaching evaluation report. This may also include the supervision of graduate students, service on graduate committees, and advising ~~of~~ undergraduate students.

   ~~c~~iii. Have developed a body of scholarly work, recognized nationally by colleagues in his/her field for its quality and significance. This suggests that the individual is acknowledged as an authority who has made important contributions to that field. The candidate should show evidence of significant scholarly activity beyond that which qualified him/her Associate Professor. Promotion is not justified by merely serving time in a previous (Associate) rank.

   ~~d~~iv. Maintain active service to his/her profession. This may include the review of books, manuscripts, prospectuses, or research proposals for outside agencies, publishers, or organizations. It should include active membership and participation in an appropriate professional society, such as holding office, serving on committees, and attendance at professional meetings.

   e. Have a record of leadership and active contributions to the academic, ~~cultural,~~ and professional programs of the University. This should include University committee work, program development, or administrative service.

In the case of individuals who have had substantial time in academic and/or professional positions at other institutions, that individual's time and record in other institutions shall be considered when applying for tenure and promotion. There is are no time requirements between promotions, including from Associate to Professor.

~~J~~10. Categories of Evaluation

The Candidates will be evaluated in the areas of teaching effectiveness, departmental contributions, scholarly activity, and professional service. NOTE: These lists are not all-inclusive; nor is it expected that candidates will show examples of activities in every area.

~~1~~a. Teaching Effectiveness

The candidate should be an effective teacher. Evidence of effective teaching includes:

~~a~~i. Evaluations by colleagues.
~~b~~ii. Evaluations by students.
~~c~~iii. Evaluations by former students.
~~d~~iv. Involvement with Social Sciences graduate students, including grant-seeking efforts related to the support of those students.
~~e~~v. Services on graduate committees in other departments.
~~f~~vi. Development of curricular materials.
~~g~~vii. Participation in professional meetings devoted to teaching in one's field.
~~h~~viii. Publications related to pedagogical activities in the candidate's field.
~~i~~ix. Success of students in courses for which the candidate's course is a prerequisite.
~~j~~x. Teaching portfolio reflecting teaching as a scholarly practice. Portfolios may include, but are not limited to (i) materials describing teaching responsibilities (courses taught, guest lectures, development of new programs/courses, taking students to conferences, etc.), (ii) reflective analysis (teaching philosophy, teaching innovation, mentorship, recognition of effective teaching, etc.), and (iii) teaching evidence (syllabi, exams, student work samples, student ratings, peer ratings, use of technology or other innovation, etc.).

~~2~~b. Scholarly Activity and Recognition

The candidate should contribute to the general fund of knowledge. Some ~~evidences~~evidence of these contributions are:

~~a~~i. Publication of ~~professional~~ refereed or peer-reviewed papers.
~~b~~ii. Papers and presentations delivered ~~to~~at professional ~~meetings~~seminars, workshops, and conferences.
~~c~~iii. Publications of books or monographs.
~~d~~iv. Technical reports, or encyclopedia articles.
~~e~~v. Written testimonies from peers in his/her field of scholarship.
~~f~~vi. Receipt of funding for research and/or writing.
~~g~~vii. Favorable published scholarly reviews of publications and scholarly citations of ~~his/her~~their work~~. (Note: Citation indexes do not provide an adequate measure~~ (e.g., Google Scholar, Web of ~~scholarly activity of recognition in many areas of the social sciences.)~~Science).

~~3~~c. Contributions to Department

The candidate should contribute to the general operation and growth of the department. Some ~~evidences~~evidence of such are:

~~a~~i. Departmental committee work.
~~b~~ii. Course or curriculum development.
~~c~~iii. Effective interaction with departmental faculty.
~~d~~iv. Student advising.
~~e~~v. Attracting students to programs.
~~f.~~ vi. Representing the Department in University committee work.

gvii. Securing outside support for graduate student assistantships, projects, and research.

4viii. Involvement in department program reviews or assessment.
ix. Developing opportunities for community involvement and outreach.

d. Professional Service

The candidate should contribute to his/her professional community. Some evidences of such contribution are:

ai. Speeches to organized groups.
b. Consultantii. Contributing to government, education, community organizations, or industry.
eiii. Participation in professional societies.
div. Professional review of manuscripts and proposals.
ev. Participation in University non-departmental committees.

K11. Appointment and Promotion of Instructors and Lecturers

1. Definition of Titles

Lecturers and Instructors are non-tenure--track faculty appointments.

a. Instructors are appointed for temporary, one-semester, or semester-by-semester work, part-time or full-time, with contracts no longer than one year. Minimum qualifications are a master's degree or a bachelor's degree with professional qualifications. Instructors normally are hired for instructional duties (delivering classes, holding office hours, etc.).

a. Definition of Titles

bi. Lecturers are appointed for a two-year term that is renewable. Notice of termination must be given at least one year in advance of the appointment's expiration. Minimum qualifications include a mastersMaster's degree or equivalent professional qualifications. Lecturers may be expected to provide instructional duties, develop new courses and participate in program development, represent the department, advise students, conduct research, and serve on committees.

eii. Senior Lecturers hold a continuing appointment. Notice of termination must be given at least one year in advance of the appointment's expiration. Minimum qualifications include a mastersMaster's degree or equivalent professional qualifications. In addition to the expectations for lectures, senior lectureslecturers are expected to demonstrate excellence in teaching and leadership in education, and develop new courses, teaching methods, and procedures that have a substantial impact within the department and across the university.

diii. Principal Lecturers hold a continuing appointment. Notice of termination must be given at least one year in advance of the appointment's expiration. Minimum qualifications include a mastersMaster's degree or equivalent professional qualifications. In addition to the expectations for lecturers and senior lecturers, principal lecturers are expected to demonstrate exceptional achievements in teaching and education, either by fundamental contributions to the University's missions or by broad national or international impact. .

2b. Performance Review for Lecturers, Senior Lecturers, and Principal Lecturers

Instructors who have an appointment for a year shall be evaluated annually by the Department chair in the event of re-appointment. All lecturers, senior lecturers and principal lecturers shall be evaluated bi-annually by Department chair, and shall receive written comments. All individuals serving as lecturers shall be evaluated by the Promotion, Tenure and Reappointment Committee every other year, except for Senior lecturers and Principal Lecturers who will be evaluated by the PTR committee every three years.

As part of the reviews by the PTR committee, lecturers, senior lecturers and principal lecturers shall prepare documentation similar to that required for a reappointment review for untenured, tenure track faculty: examples include a statement of activities and self-assessment, current curriculum vitae, teaching portfolios, and statement of teaching with copies of student teaching evaluations. The committee's recommendation shall address the question of whether the individual should be reappointed for an additional two-year term.

The Committee will advise the Department Chair in writing of its recommendations for reappointment or non-reappointment and its reasons. The committee will provide a copy to the faculty member. In the case of a recommendation of non-reappointment in a biennial review, the faculty member may provide a written response to the Committee. Both documents will be forwarded to the Department Chair.

The Department Chair will make a decision for or against reappointment in writing to the Dean of the College of Sciences and Arts. In cases of non-reappointment, reasons will be provided. The faculty member will be notified of the decision and provided a copy of the document. If the Department Chair should make a decision different from that of the PT&RPTR Committee, the candidate may write a response and place it the reappointment file before it goes to the Dean. The chair shall transmit both the committee report and the chair's recommendation to the dean of the college, who shall approve the departmental recommendations.

3c. Promotion of Lecturers

Individuals holding appointments in the Lecturer ranks and seeking promotion must notify the Department Chair of his/her intention of seeking promotion. The candidate shall prepare documentation similar to the FAR completed by tenure-track faculty as part of their promotion process, along with information about teaching, a peer teaching evaluation, and a curriculum vitae. The PT&R Committee will evaluate the candidate's

record in terms of meeting the job description and expectations for the next level. The Committee will consider the categories of evaluation identified in Subsection III.J of this document, with suitable adjustments to reflect the circumstances of the various lecturers' appointments. The Committee will then make a written recommendation to the Department Chair. The Department Chair makes a written recommendation and forwards that with all other documentation to the Dean of Sciences and Arts. The Dean makes a written recommendation and forwards all documentation to the Provost, who reviews the documentation and makes a recommendation to the President. The President makes the final promotion decision.

IV. **The role of professional staff and other non-tenure/tenure-track members**

Senate Policy 701.1 Definition of Academic Appointment (Tenure track faculty)

Senate Policy 701.2 Definition of Academic Appointments (Non-tenure track faculty)

~~Role of Non-Voting Members of the Department in Governance~~

~~Adjuncts, instructors, and visiting faculty are encouraged to participate in all meetings and discussions but are not eligible to vote.~~ ~~Full-time professional staff shall be eligible to vote on any non-academic item.~~

V. Sabbatical Leaves

~~Sabbatical Leaves are governed by Senate procedures 706.1.1. When a member of the faculty requests a sabbatical leave, the Chair of the Department will forward that request to the University's Sabbatical Leave Committee along with a recommendation supporting or opposing the request. The Chair will base that recommendation on the strength of the proposal and the needs of the department.~~
Sabbatical Leaves are governed by Senate Procedures 706.1.1.

VI. ~~Emeritus/Emerita~~Emerit Faculty

~~Emeritus/Emerita~~Emerit faculty rank is an honorary rank awarded to retirees who have tenure in the professional ranks and have served the University with distinction. Holders of such rank qualify for a number of privileges defined by the University. The process of appointing a faculty member to this honorary rank may be initiated by the faculty member or by others in the Department. In either instance, a document justifying the appointment shall be transmitted to the Department's Tenure, Promotion, and Reappointment Committee for review and consideration. That committee shall prepare a recommendation regarding the award of such an appointment. If the committee approves, the Department Chair forwards the committee's recommendation to the Provost for transmission to the Board of Trustees. The faculty member seeking the appointment may appeal a negative recommendation from the PT&R committee to the Department Chair. ~~University~~Senate policy 703.1 requires one to have been a full-time faculty member at Michigan Tech for at least 10 years before being appointed to the rank of Emeritus/Emerita.

VII. ~~Grievances~~**Procedures for unit grievances** (Senate Policy 704.1, Procedure 704.1.1)

The University's grievance procedures are outlined in Appendix C of the Faculty Handbook.

VIII. Role of Non-Voting Members of the Department in Governance

Adjuncts, instructors, and visiting faculty are encouraged to participate in all meetings and discussions but are not eligible to vote. A graduate student representative, nominated by the graduate students, is encouraged to attend Department Meetings and serve as a liaison to the graduate students. They are not eligible to vote. Full-time professional staff shall be eligible to vote on non-academic items.

IX Departmental Committees

1. Creation of Committees and Committee Structures

The Chair shall make committee assignments ~~near~~by the ~~start~~end of ~~each academic year, after giving~~ the faculty ~~the opportunity~~members' contract period in the year prior to ~~volunteer~~the assignments.

a. Standing Committee Appointments and Responsibilities

Faculty members self-nominate via a form sent by the Department Chair during the Spring semester. Faculty members are to provide their top three choices, in rank order. The Department Chair develops committees using the rank order lists, while also maintaining three-year cycles for ~~specific~~the Promotion, Tenure, and Reappointment (PTR), Graduate Affairs, Grievance, Development Committees.

The Department Chair appoints Committee Chairs, except for PTR Committee Chair. The PTR Committee Chair is the faculty member who is serving on their third year.

Faculty vote to approve final committee ~~assignments. Because committees should serve our educational mission, and not hamper it,~~ appointments before the end of the contract period in the Spring semester.

Individuals must sit on a minimum of one committee ~~assignments for all faculty/staff should be kept to a minimum, and distributed equally, but special consideration should be given to not over-loading non-tenured faculty~~and no more than three--individual Program committees (e.g., Anthropology, IHA) program committees excluded.

~~The~~ If needed, the Department Chair will fill those committees with limited interest.

Spouses may not serve on the same standing committee ~~structure of the Department will consist of standing committees~~together. They may serve on Program and ad--hoc

committees. ~~The standing~~ together except ad-hoc hiring committees ~~will~~. Exceptions can be~~:~~

- ~~Undergraduate Curriculum and Assessment Committee~~
- ~~Promotion, Tenure, and Reappointment Committee~~
- ~~Graduate Program~~ granted by the Department Chair in consultation with the committee
- ~~Website Committee~~

~~Only voting members~~ of ~~the department will be asked to serve on departmental standing committees, unless in an ex officio capacity.~~ concern and the Advisory Committee (if needed)

~~1. Undergraduate Curriculum and Assessment Committee~~

~~Composition: number may vary but should~~ **b. Appointments to Standing Committees** include ~~at least one faculty~~ **the following rights and responsibilities:**

Committee members, regardless of position or rank, have the right to be full participants in the deliberations and have a full vote on decisions made by the committee

It is expected that Committee members attend meetings and fully participate in the work of the committee

In the event that a professional conflict arises after being assigned to the committee, the affected committee member ~~familiar~~ will work with ~~each undergraduate degree program.~~

~~Appointment: appointed by~~ the Department Chair ~~with no special restrictions.~~

~~Responsibilities: Coordinate assessments of the Department's undergraduate programs; review proposals for new courses and/or recommend changes in course offerings and descriptions; and submit all approved changes through the University's binder process. (The binder process is the procedure by which departmental level curriculum changes are integrated into the University's catalog.) Review lab fee and course fee proposals. Review Department Chair's plans for use of part-time faculty. The Chair of this committee is appointed by the Department Chair.~~

~~2. Graduate Program Committee~~

~~Composition: At least four members and a Graduate Director. At least two members will be active in the Industrial Heritage and Archaeology Program and at least two members will be active in the Environmental and Energy Policy program.~~

~~Appointment: Appointed by the Chair with the restriction that all committee members are active in at least one graduate program. The Graduate Director, also appointed by the Department Chair, shall serve as the Chair of the committee.~~

~~Responsibilities: Guide operations of the Department's graduate program: make decisions involving graduate student admissions; allocate the available graduate teaching assistantships; ensure sufficient course offerings; develop new graduate course proposals as needed; and oversee the general supervision and direction being given to graduate~~

students. The Graduate Director, in consultation with the Department Chair, will identify assignments for all graduate teaching assistants.

3. Promotion, Tenure, & Reappointment Committee

Composition: Three tenured faculty members with a 50% or greater appointment in the Social Sciences Department. Faculty members whose promotion request is to be considered by the committee are not eligible to serve. Faculty members serving on the College PT&R to be reassigned to a new committee should not serveand to identify a replacement on the Departmental PT&Rimpacted committee if other faculty are eligible. The Department Chair will not be a member of this committee, even in an ex-officio capacity. Members will serve a term of 3 years, one member rotating off each year, with a new member rotating on. The faculty member in the third year of his/her term will serve as the Committee's chair.

Appointment: Early each fall the Department Chair shall distribute a ballot to all tenured and tenure-track faculty with 50% or greater appointment in the Department. This ballot shall contain the names of all faculty eligible for appointment to the committee and a space for each faculty member to indicate whether this person is "acceptable" or "unacceptable" as a potential appointment to the committee. The ballots shall be collected and tabulated by the Department Coordinator, with the results passed to the Chair of the Department. The Chair shall make appointments to the PT&R Committee only from among eligible faculty who have received a majority approval rating.

Responsibilities: Meet with the Department Chair to initiate the review process for the academic year; review progress of untenured faculty (lecturers and tenure-track) and make recommendations to the Chair regarding reappointment; meet with untenured tenure-track faculty to review progress and answer questions about promotion and tenure process; review files of faculty requesting promotion and/or tenure and make recommendations to Chair; serve as the Department's grievance committee.

4. Website Committee

Composition: Number may vary; faculty or staff.

Appointment: Appointed by the Chair.

Responsibilities: Review the department's website to: ensure that it is up-to-date and consistent; identify any changes that are appropriate; make the changes or serve as the liaison with the appropriate person or University department capable of making those changes; and manage the content of any posts to social media made in the name of the Department.

5. Ad hoc Committees

- An ad hoc committee may be formed at any time during the calendar year as needed. Typical ad hoc committees are those established to conduct a search or to prepare a planning or strategy document.

a. The need for such a committee and its composition shall be communicated to the Department; committee membership shall only be finalized after faculty have an opportunity for input.

b. Ad hoc committees will continue to function until the project is complete or the issue is no longer of concern. Existing ad hoc committees may be reconstituted at the beginning of the fall term.

F.

i. Committee Decision-Making Structure

Committees have the autonomy to make decisions utilizing an agreed-upon and specified process unless otherwise specified in this Charter. Decisions will be made by simple majority voting unless the committee specifies otherwise. Decisions are subject to the approval of the Chair who is charged with balancing the overall needs of the Department. On the occasion of a Chair having a dissenting decision, the Chair must explain their rationale to the Committee.

See exceptions for curricular issues that impact more than one program in Grad and Undergrad Affair Committees.

With the exception of Grievance and PTR Committee - all Committees will prepare meeting minutes and they will be stored and be made available on the Departments shared Google Drive. The Committee minutes will include the procedure used to make decisions. Committees will also report the results of key decisions to the department via email.

2. Undergraduate Affairs Committee

According to the University's grievance policy, a person with a grievance should first try to reconcile that grievance through discussions with the Department Chair. If that effort does not result in a resolution of the grievance, the grievant shall file a grievance in writing with the Department Chair or School Dean within thirty (30) work days after discovery of the event, action, or omission that is the basis for the grievance. The Department Chair or School Dean will pass the written materials on to the departmental grievance committee for action within five (5) workdays.

The Department's Promotion, Tenure, & Reappointment (PT&R) Committee *a. Composition:* Undergraduate Chair, Binder Person, Advisor of each undergraduate program, Director of Student Programs. The Undergraduate Chair shall serve as the Department's grievance committee. If a member of the PT&R Committee Chair.

b. Responsibilities:

- Administer undergraduate travel grants and department scholarships
- Conduct student entrance and exit interviews
- Communicate with accepted and deposited students
- Facilitate orientation and welcome BBQ
- Facilitate Student Ambassador Program
- Facilitate student visits
- Manage UPPERS Program
- Organize departmental student awards
- Organize internships and related capstone coordination
- Participate in recruitment activities and liaison with admissions staff
- Supporting student scholarship applications and competitive scholarships
- Supporting student organizations and social events
- Transfer credits and study abroad credit evaluation

c. Exceptions:

The committee creates a recommendation/advisory decision that goes to a vote of the entire faculty for the following specific topics:

Curricular issues that impact more than one program*

3. Graduate Affairs Committee

a. Composition: Six Members. Two each from our existing EEP/IHA programs, Graduate Director, Director of Student Programs. The Graduate Director serves as Committee Chair. Each member serves a three-year term. Terms are staggered

b. Responsibilities:
- Graduate student office assignments
- Facilitate admissions twice annually by soliciting a ranking of applicants from all interested faculty, after an initial review by Program committees.
- Allocate Departmental Funding towards tuition and GTA stipends
- Reconcile cross-program curricular issues
- Maintaining student progress, academic probation, monitoring funding for individual students, and termination of funding
- Administer travel grant program
- Maintains communication with Graduate Student Representative
- Facilitate student visits
- Facilitate graduate student retreat and orientation
- Maintain Graduate Handbook and associated policies and procedures

c. Exceptions: The committee creates a recommendation/advisory decision that goes to a vote of the entire faculty for the following specific topics:

- Curricular issues that impact more than one program*

4. ~~is the griever, the grievance~~Relationship between Program Committees and Undergraduate and Graduate Program Affairs Committees

Individual Program Committees will bring curricular updates to their respective Undergraduate or Graduate Affairs Committees for review and final approval. These updates will either be drafted by the Program Committee as a whole or the result of the work of an ad hoc committee ~~shall consist of the two other~~ and should represent a consensus-building process. After being approved by a majority of the members of the ~~PT&R committee, plus a third person selected by them. A Human Resources staff member will be appointed to serve as a resource person on each grievance committee. This person~~Program Committee the updates will ~~initially provide training services to~~ be sent to the respective Undergraduate or Graduate Affairs Committee.

The respective Undergraduate or Graduate Affairs Committee may approve the ~~committee and~~proposed changes as received. If substantive changes are required, the draft with suggested changes and comments will be ~~on call for future deliberations at the request of~~returned to the respective Program Committee for revision. The Program Committee (and any associated ad hoc committee) will review the comments and changes and modify the document as necessary. Communication between the Program Committee and the respective Undergraduate or Graduate Affairs Committee during this process is strongly encouraged. A revised document, again approved by a majority of the Program Committee, will be resubmitted to the respective Undergraduate or Graduate Affairs Committee. This process will continue until there are no longer substantive changes recommended by the respective Undergraduate or Graduate Affairs Committee and an approved draft from the Program Committee is accepted by the respective Undergraduate or Graduate Affairs Committee.

5. Promotion, Tenure, & Reappointment Committee

The University-level procedures and processes for promotion, tenure, and reappointment are found in Appendix I of the Faculty Handbook.

The Department-level procedures and processes for promotion, tenure, and reappointment are listed below.

a. Composition: Three tenured faculty members with a 50% or greater appointment in the Department of Social Sciences. Faculty members whose promotion request is to be considered by the committee are not eligible to serve. Faculty members serving on the College PTR committee should not serve on the Departmental PTR committee if other faculty are eligible. The Department Chair will not be a member of this committee, even in an ex-officio capacity. Members will serve a term of three years, one member rotating off each year, with a new member rotating on. The faculty member in the third year of his/her term will serve as the Committee's chair.

b. Responsibilities: Meet with the Department Chair to initiate the review process for the academic year; review the progress of untenured faculty (lecturers and tenure-track) and make recommendations to the Chair regarding reappointment; meet with non-tenured

tenure-track faculty to review progress and answer questions about promotion and tenure process; review files of faculty requesting promotion and/or tenure and make recommendations to Chair.

6chair.

Revision History

Initial Charter adopted May 8, 1995

Revisions (as per Provost memo of 9/13/95) approved November 13, 1995

Minor additional revisions approved March 28, 1996

Revisions (to incorporate lecturers) approved August 31, 2007

Revisions (to be consistent with Senate Policies 506.1.1, 704.1.1, and 805.1.1 and Senate Procedure 710.1) approved December 20, 2013

Revision that makes chair reappointment process consistent with university policy, approved December 14, 2017

Revisions to move the PT&R section out of an appendix, to go from two to one graduate director, and to make minor updates and edits, approved Jan. 23, 2018

Revisions to peer teaching process, approved . . .

. Advisory Committee

a. Composition:

This Committee shall consist of five members, namely the PTR Chair, Graduate Director, Undergraduate Director, Development Committee Chair, Department Administrator

b. Responsibilities:

- Fosters dialogue and information sharing across committees

- Provides support and guidance to the Department Chair through the sharing of that information, by voicing concerns, providing feedback, and offering insight on matters related to decision making within the Department, including major curricular matters, resource allocation, and budgetary decisions.

- Solicits and develops implementation plans for strategic planning directives/ideas from faculty and students

- Recommends TA Assignments to courses

- Coordinates all departmental and committee diversity, equity, and inclusion (DEI) initiatives, especially to evaluate previous efforts and their effectiveness.

7. Grievance Committee

a. Composition:
Three members who serve three-year terms with one member rotating off each year. The member in their third year shall serve as the Committee Chair. There shall be at least one tenured and one non-tenured member. PTR Committee members are ineligible to serve. If a complaint raises a conflict of interest, the Department Chair will appoint an interim member.

b. Responsibilities:
- Addresses only departmental-level issues.
- The Committee is guided by Faculty Handbook, Appendix C. Grievance Procedures
- Accepts and review grievances brought to the committee.
- Makes recommendations to resolve complaints to the Department Chair for grievance cases.
- Maintains a list of other campus resources for university-wide grievance issues (ie- Title IX etc.)

8. Development Committee

a. Composition:

The Development Committee shall consist of three members each serving three year terms with one member rotating off each year. The member in their third year will serve as the Committee Chair.

b. Responsibilities:

- Liaison with the College of Sciences and Arts (CSA) Marketing Director to update materials
- Advise Department Chair and Department Staff on website updates
- Work with the Admissions office to maintain program websites
- Maintain contact information for department alumni
- Work with the Department Chair and CSA Advancement office to maintain relationships with donors, communicate needs, and send thank you's.
- Coordinate Summer Youth Program, High School Outreach (ie- History Day), Study Abroad, and related programs.
- Coordination of departmental efforts to connect with career services, potential employers, internships, and to ensure job fair participation

9. Individual Program Committees (one per undergraduate and graduate degree)

a. Composition:

The Program Committee shall consist of four members one of which is the Undergraduate advisor for undergraduate degrees. The Department Chair serves as the committee Chair unless delegated by the Department Chair.

Each committee must meet a minimum of once per academic semester. The Department Chair or delegate will schedule meetings.

b. Responsibilities:

- Undertakes an initial review of competitiveness and non-competitiveness of applicants (Graduate Programs Only)
- Provide curricular Updates, including expectations for milestones (comprehensive exams, proposals, etc)
- Develop and execute recruitment plan in collaboration with the Development Committee
- Complete annual program assessment
- Communicate needed Binder changes to Binder Coordinator
- Update in-house degree audits
- Solicit feedback from faculty in their areas throughout committee work.
- Form working ad-hoc groups to address specific committee duties

10. Ad hoc Committees

a. Composition: Number and eligibility shall be determined by the Department Chair. The term of the committee will be one academic year. Ad-hoc search committees will be

established through the same process as standing committees, recognizing that timelines may vary. The ad-hoc search committee may elect to invite a graduate student representative to be a non-voting member of a search committee.

b. Responsibilities:

- An ad hoc committee may be formed at any time during the calendar year as needed. Typical ad hoc committees are those established to conduct a search or to prepare a planning or strategy document.

- The need for such a committee and its composition shall be communicated to the Department; committee membership shall only be finalized after faculty have an opportunity for input.

- Ad hoc committees will continue to function until the project is complete or the issue is no longer of concern. Existing ad hoc committees may be reconstituted at the beginning of the fall term.

X. Department of Social Sciences Peer Teaching Review Process

This document describes the teaching peer review process in the Department of Social Sciences. The goal of this process is to provide clear guidelines for a constructive assessment for the faculty member under review. Additionally, the process should engage the reviewers and the faculty reviewed in mutual learning and exchange about teaching. Any faculty member may request a peer teaching review at any time.

1. *Identification of reviewers*: The faculty under review will identify one member of the department and the chair a second member to conduct the evaluation.

2. *Pre-observation meeting*: The faculty member under review will arrange meetings with the assigned reviewers to discuss the course the teaching goals. These meetings will occur prior to the course visit. The faculty member under review will share course materials, including Canvas site and course syllabus, with the reviewers prior to the meeting.

3. *Classroom observation meeting*: The reviewers and faculty members under review will identify the date in advance of the visit. Reviewers will attend and observe a class, but this does not need to be the same class. Reviewers will use the Peer Teaching Observation Form as a guide for their review.

4. *Post-observation meeting*: The faculty member under review will arrange meetings with the assigned reviewers for a post-observation meeting to discuss class observations and teaching material.

5. *Writing the summary*: The faculty reviewers will write a teaching evaluation that includes summary of the meetings, classroom observation, and teaching materials, and that includes the Peer Observation Form.

6. *Sharing & responding to the summary*: The teaching evaluation summary and Peer Observation Form will be shared with the faculty member under review. The faculty member under view will have the opportunity to review the materials prior to their submission to the department chair. The faculty member under review may then suggest revisions and/or respond to the evaluation summary in writing. If the faculty member under review wishes to formally rebut or affirm the evaluation, they may submit their written statement to the chair and this written response will be added to the faculty member's file along with the teaching evaluation summary and Peer Observation Forms (see Senate Proposal 12-03).

7. *Submitting the summary*: The faculty reviewers will then submit the finalized teaching evaluation summary and Peer Observation Forms, signed by both reviewers and the faculty member reviewed. The teaching evaluation summary and will be added to the faculty member's file. In addition, the reviewers and the faculty member reviewed will sign the Peer Review cover sheet.

The following resources are available to assist reviewers and faculty under review:
- Center for Teaching and Learning videos about the peer review process steps including : 1) preparing for peer-observation, 2) pre-observation meeting, 3) classroom observation, 4) post-observation meeting, 5) preparing the written summary: https://mtu.instructure.com/courses/778826/pages/the-other-half-of-teaching-evaluation-coffee-chat
- How to avoid racism, sexism, and gender bias in evaluations
  - Lebowitz, S. 2015. Stanford University analyzed the language in 125 performance reviews from a tech company and found something disturbing. *Business Insider.* Online at https://www.businessinsider.com/gendered-language-in-performance-reviews-2015-10
  - Ismat, S.M. 2016. A guide to writing recommendation letters that aren't sexist. *Quartz.* Online a https://qz.com/791520/how-to-avoid-sexism-and-gender-bias-in-letters-of-recommendation/
  - Byrd, W.C. 2018. From potential bias to action. *Inside Higher Ed*. Online at https://www.insidehighered.com/advice/2018/05/04/how-avoid-bias-faculty-evaluations-opinion
  - University of Arizona. Commission on the Status of Women. Avoiding gender bias in reference writing. Online at https://csw.arizona.edu/sites/default/files/avoiding_gender_bias_in_letter_of_reference_writing.pdf

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- Gender bias calculator (can copy and paste text): https://www.tomforth.co.uk/genderbias/

Department of Social Sciences Peer Teaching Observation Form

This form should be used by the reviewer to take notes. Following the class observation, type up the notes to submit along with the teaching evaluation summary.

Pre-observation meeting: At this meeting, take notes about specifics shared by the instructor under review. Note any teaching goals the faculty member shares. The instructor being reviewed should share class materials, including access to Canvas course site and syllabus, with the reviewer.

Class context & background: Describe the setting in which the class takes place, relevant information about the makeup of the class, and any other descriptive characteristics that would provide appropriate context to the observation.

Instructor Goals/Intentions for Class Session: Focus your comments on whether the goals were: 1) clearly stated or portrayed, 2) appropriate to the focus of the course, 3) explicitly connected to the flow of previous or future classes.

Significance of the class content and activities, topics, or issues: Focus your comments on how the instructor class material was presented.

Student engagement with the subject matter: Examine the degree to which student engagement occurred 1) over a substantial portion of the class meeting time, 2) by a broad segment of students attending the class, 3) in appropriate forms such as discussion, listening/processing, performing, reading, reflecting, speaking, or writing.

Post-observation debrief meeting: This is intended to be a constructive discussion about what was observed in the classroom visit and in the teaching materials. This is an opportunity for both reviewer and the instructor reviewed to share resources and discuss teaching more broadly.

~~Appendix A~~Department of Social Sciences Charter

Revision History

Initial Charter adopted May 8, 1995

Revisions (as per Provost memo of 9/13/95) approved November 13, 1995

Minor additional revisions approved March 28, 1996

Revisions (to incorporate lecturers) approved August 31, 2007

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Revision that makes chair reappointment process consistent with university policy, approved December 14, 2017

Revisions to move the PT&R section out of an appendix, to go from two to one graduate director, and to make minor updates and edits, approved Jan. 23, 2018

Revisions to peer teaching process, approved XXXXX

Revisions to charter (to be consistent with so many Senate Policies) approved XXX

Revisions to remove language in promotion and tenure about departmental citizenship approved XXXX

Revisions to change standing committees and voting structures approved XXXX

4

Appendix B

Charter of the Department of Social Sciences

I. Amendment and Approval of the Charter

1. Procedure for Amending this Charter

Amendments to this charter may be proposed by any member of the Department's faculty or staff at any time by the following procedure.

a. A proposed amendment is submitted to (or initiated by) the Chair in writing.

b. The Chair will appoint an ad hoc charter committee for review of the proposed amendment. The committee will review the proposed amendment and report to the faculty/staff. The Committee's report will summarize the proposed changes and their potential ramifications.

c. The proposed changes will then be discussed at a formal Department meeting. The support of 2/3rds or more of the voting members of the department is required for approval of the amendment.

d. All amendments approved by the Department must be approved by the Provost and the University President.

It shall be the responsibility of the Chair to review the Charter once a year for compliance with University policies and procedures, and if necessary, amend the charter using the above procedure. When the provisions of this Charter are in conflict with University policies and procedures, the University policies and procedures shall take precedence.

2. Voting Members of the Department

Voting members of the Department shall be tenured and tenure-track faculty and lecturers with appointments of at least 50% in the Department of Social Sciences. Full-time staff shall be eligible to vote on non-academic items, including the selection of the Department Chair. Other non-academic items will be identified by the Department Chair prior to balloting.

a. Voting

The following types of decisions and/or resources allocations require a vote of the entire faculty:

- Curriculum changes that impact more than one program
- New degree programs
- Shelving programs
- Charter revisions

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- Senate-related matters
- Strategic Plans/Initiatives
- Annual service assignments for standing committees

All of the above decisions are made by a simple majority unless otherwise stated in the Charter.

Faculty members must be informed via email a minimum of two weeks prior to any vote

Discretionary funds spending above $10,000 gets input from the Advisory Committee and a vote of the entire department faculty is required if Advisory Committee recommends the decision.

All votes are to be conducted using an electronic balloting system which will be administered by the Department Administrator or Department Chair. All votes will be anonymous.

Results of votes are shared via meeting minutes. Meeting minutes are to be stored on the Department Shared Google Drive.

Students may voice their views and opinion, via their Department student representative, but they do not vote.

II. Appointment, Duties, and Responsibilities of the Chair

1. Search for a New Department Chair

The search for a new Department Chair shall be carried out in accordance with Senate Procedures 805.1.1 "Search Procedures for Department Chairs and School Deans."

2. Responsibilities

The Chair shall serve as the Department's Chief Executive Officer. The Chair's responsibilities shall include the following:

- The general operation of the Department
- Control and maintenance of the budget
- Faculty and staff hiring and recruitment
- Evaluation of the faculty through annual performance reviews and awarding merit raises
- Personnel development
- Maintenance of records relevant to personnel actions
- Scheduling of courses and the assignment of teaching schedules
- Approval of sabbaticals and other leave requests
- Hiring, orientation, and direction of part-time faculty
- Program development

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- Assignment of faculty members and staff to committees
- Oversight of degree programs and their administration (advising, assessment, complaints, waivers, etc.)
- Oversight of the Department's web and social media presence
- Representation of the Department on the College Council and other university committees and forums
- Serving as liaison and conduit for communications between the Department and university administration
- Serving as a campus-wide advocate for Department
- Fundraising
- Maintain an updated list of all active committees, members, and their terms; this will be shared in a manner accessible for all
- Develop and maintain an active mentoring plan for all faculty members

The Department Chair shall carry out the above and other obligations as appropriate in accordance with the various policies and guidelines passed on various occasions by the Department.

3. Acting Chair and Next-in-Charge

When the Chair will be absent for a brief period, they shall name a Next-in-Charge. When the Chair will be absent for an extended time (but less than one semester), they shall appoint an Acting Chair. The Next-in-Charge or Acting Chair will be responsible for carrying out the normal responsibilities of the Chair. If the Chair will be absent for more than one semester, the Dean of the College will assign an Interim Chair.

4. Department Meetings

a. Frequency of Meetings

The Chair of the Department will call formal departmental meetings at various times during the year, depending on the volume of business to be conducted, but at minimum at least once a semester. These meetings will be the primary forum for the discussion of policy issues. The Chair shall prepare and distribute a tentative agenda before the meeting; any staff or faculty member may request that items be included in the meeting agenda.

Meeting minutes will be prepared and they will shared via email after the meetings. The meeting minutes will be stored in a shared central electronic system (e.g., Google drive). Access is restricted to faculty and staff and should not be shared without the permission of the Department Chair. The system will be administered by the Department Administrator.

5. Budget Development

Early each academic year, the Department Chair shall prepare a budget for the Department for the coming academic year and present it to the Department at a Departmental meeting for review and vote for approval by faculty.

6. Hiring of Faculty and Staff

The Department's goal is to attract and employ the people best qualified for its programmatic needs. Tenure-track faculty position openings shall be discussed in a general departmental meeting, before the appointment of an ad hoc search committee. The committee, once appointed, will work with the Department Chair, to define the qualifications and interests desired of the job candidates and carry out the search. Faculty shall be kept informed of the progress of all searches and be provided opportunities for input at several stages of the process.

After candidates are interviewed, the search committee will circulate a ballot to the faculty to determine if candidates are viewed as exceptional, acceptable, or unacceptable by faculty and to solicit additional comments. The search committee shall notify the faculty of the results of this ballot. The search committee will then make a recommendation to the Chair.

In no case shall the search committee or the Department Chair recommend the appointment of a candidate deemed unacceptable by a majority of the Department's faculty.

See guidance for developing this committee under Ad hoc committees.

For staff, the Department Chair may create a search committee but will, in any case, consult with other staff members.

The Department Chair will prepare letters of appointment that are in accord with University policy and address the particular duties and expectations for the performance of all new faculty and staff members and start and end dates of the appointment. All letters will include the statement that no oral representations can modify the written Letter of Appointment or the written Charter, Policy, or Procedures. For a tenure-track appointment, these letters must identify the start of the tenure probationary period, state the mandatory tenure review date, and define the academic unit in which tenure will be considered for those faculty having split appointments. These letters also should include a link to the Departmental Charter.

7. Assignment of Teaching Loads

The Chair will work with faculty and the Department Administrator each year to distribute teaching responsibilities in a manner that is efficient and fair. The process will start with an inquiry to faculty that asks what they expect to teach each semester. The

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Administrator will work with the Chair to assure that necessary classes will be offered in a proper sequence. There will be an effort to share responsibility for upper and lower division, graduate and undergraduate, seminar and lecture sections over the long run, while recognizing that there are differences among faculty and disciplines. Each faculty member will be expected to teach in their specialty area(s), and also annually to teach at least one section of a lower-division class that applies to General Education requirements, such as introductory discipline-based or interdisciplinary classes.

In general, a standard load for research-active faculty will be two courses per semester. For those who choose to focus on teaching, a 3-2 or 3-3 load will be common. A temporary reduction in teaching load is possible through negotiation with the Chair based on a balance of Departmental needs and available resources. For example, a faculty member may negotiate a reduced load if they need relief for concentration on a research project and have external funds that can be used to hire a replacement instructor.

8. Merit Raises

Merit raises for the Social Sciences faculty shall be determined by the Chair. In delineating these raises the Chair shall take into account each faculty member's activities in teaching, research, and service (both on-campus and professionally). In dealing with these areas, the Chair shall attempt to weigh them on a 40%-40%-20% basis, with adjustments as appropriate, such as for lecturers.

In the area of teaching, the Chair shall consider a number of areas, including (but not restricted to): number of classes taught, enrollment, student evaluations, peer evaluations, contribution to the University's general education program, pedagogical publications and awards, number of graduate and undergraduate students mentored and/or advised, and contribution to curricular or program development.

In the area of research, the Chair shall consider a number of areas, including (but not restricted to): presentations at professional meetings, publications of all types, proposals submitted, and grants and proposals funded.

In the area of service, the Chair shall consider a number of areas, including (but not restricted to): level and quality of service on departmental, college, and university committees, contribution to curricular or program development, and level and quality of service to organizations that call on a faculty member's professional expertise.

9. Travel and Professional Development Funds

The Chair will be responsible for the allocation and disbursement of travel funds. The level and availability of funding shall be announced in a Department meeting during the Fall semester of each school year.

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10. Evaluation of Chair for Reappointment

The reappointment of the Chair shall be carried out in accordance with [Senate Procedure 506.1.1 "Evaluation Procedures for Department Chairs and School Deans."](#)

III. Promotion, Tenure, and Reappointment of Faculty

The Department Chair and the Department's Promotion, Tenure, and Reappointment (PTR) Committee shall follow the following procedures and guidelines. In compliance with Board of Trustees policy, all recommendations for promotion, tenure, and reappointment will require the approval of the Provost, President, and Board of Trustees to become effective. These criteria for promotion, tenure, and reappointment supplement the basic promotion, tenure, and reappointment process of the College of Sciences and Arts and of the University as a whole.

A faculty member may qualify for academic advancement through suitable accomplishment in scholarship, effective teaching, professional development, service to students, and administrative or professional services, as specified in these guidelines. Overall, the candidate should show evidence of professional growth both within and outside of the confines of the University.

1. Role of the Promotion, Tenure, and Reappointment (PTR) Committee

The Promotion, Tenure, and Reappointment (PTR) Committee (formed as described in Part II, Section E of the Department Charter) shall evaluate the files of applicants and render professional judgment about their suitability for tenure, promotion, and/or reappointment. The committee will provide the Department Chair and the College with a written recommendation and assessment of the scholarly performance of each applicant for tenure and promotion, considering three key areas of evaluation: teaching, research, and service. The Committee will also ensure that promotion and tenure files go forward to the College Committee in good order with all necessary materials available. Reappointment assessments will provide the Department Chair with an evaluation of the candidate's progress toward tenure.

2. Reappointment Reviews

a. The PTR's appointment reviews are internal assessments, providing recommendations on candidates' progress toward tenure as well as goals to help candidates develop strategies to achieve tenure.

b. Faculty due for an annual review of progress toward tenure will submit to the committee a current vitae and a one-page statement regarding activities in research, teaching, and departmental/university service in the previous year. The Committee will advise the Department Chair in writing of its assessment of the candidate's progress towards tenure, and provide a copy to the faculty member.

c. Faculty due for a two-year major review leading to a committee recommendation on reappointment will submit to the Committee:

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  (i) a current vitae

  (ii) a brief (1-2 pages) statement on recent and current activities in these areas: research, teaching, departmental/university service, and future plans and directions for the next two years (including work in progress)

  (iii) teaching evaluation summaries for the past two years

  (iv) a peer teaching evaluation. This document will be a report of two faculty members on the teaching activities of the faculty member under review. The faculty member will identify one member of the department and the chair a second member to conduct this evaluation. The reviewing faculty members will submit a summary of the teaching evaluation, along with their Peer Teaching Observation Forms (see Appendix B), as their review. The intent of the review is constructive and the process is described in the Peer Review Teaching Process document (see Appendix A).

   The peer teaching evaluation will include pre-and post-review meetings in which relevant information about the makeup of the class and the goals of the class and appropriate course materials are discussed with the faculty member under review in order to provide appropriate context to the evaluation/observation.

   The peer teaching evaluation will be reported initially to the evaluated faculty member who will have an opportunity to respond to the evaluation before it is submitted to the department chair. This response may lead to modifications of the initial evaluation report. However, when requested, the evaluated faculty member may also submit a written statement if they wish to formally rebut or affirm the evaluation.

  The Committee will provide the Department Chair in writing with its recommendation for reappointment or non-reappointment and its reasons. The committee will provide a copy to the faculty member.

d. In the case of a recommendation of non-reappointment by the Committee in a biennial review, the faculty member may provide a written response to the Committee. Both documents will be forwarded to the Department Chair.

e. The Department Chair will recommend for or against reappointment in writing to the Dean of the College of Sciences and Arts. In cases of non-reappointment, reasons will be provided by the Department Chair. The faculty member will be notified of the decision and provided a copy of the document recommending against reappointment.

f. If the Department Chair should make a decision different from the recommendation of the PTR Committee, or either recommend against appointment, the candidate may write a response and place it in the reappointment file before it goes to the Dean.

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3. Departmental Responsibilities in the Preparation of Faculty for Tenure

a. The Department Chair shall arrange annual professional development interviews with untenured faculty members of the Department. These interviews should review recent activities and accomplishments of the faculty member, his/her plans and objectives, and the relationship and merit of his/her contributions to Department and University Programs. At this interview, the Department Chair must also provide all untenured tenure-track faculty members with a written, confidential opinion of their progress toward tenure. Faculty members shall acknowledge receipt of a copy of the statement by signing and dating the original.

b. Upon request, the PT&R Committee Chair, Department Chair and departmental representative to the College Committee will conduct an informational meeting for untenured tenure-track faculty on the promotion process and on how to build a presentable record for tenure.

c. Tenured faculty members of the department should generally be aware of untenured tenure-track faculty members' progress toward tenure, be familiar with the Department's mentoring plan, and serve as informal mentors where possible.

4. Tenure & Promotion Review

The PTR Committee, in conjunction with the Department Chair, will provide adequate notice of the review deadline and clear instructions to the candidates on the preparation of files.

a. Submission of Material

The Chair will go over the checklist of what the candidate for tenure and/or promotion is required to submit and by when. In general, candidates will need to submit a curriculum vitae and sample publications for external reviewers, a summary of their research, teaching, and service record in a university-prescribed format (eg., Faculty Activity Report - FAR).

b. Identification of External Reviewers

The Committee, working with the Department Chair, will identify five to seven external scholars to review the file of candidates for tenure and promotion. Because of the multi-disciplinary nature of the department, candidates for tenure and promotion may make suggestions regarding the selection of external reviewers as follows: the candidate will suggest 5 names. Independently of the candidate, the Committee will develop an additional list of names (about 4-5). The candidate will be given an opportunity to eliminate one name from the committee list without explanation. Referees contacted will ordinarily be drawn by the dept chair from both the candidate and committee lists.

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c. Letters from External Reviewers

The Department Chair shall contact the external reviewers. All letters received will be included in the candidate's review folder. Promotion and tenure folders will contain information identifying the scholars, the relevance of their evaluation for the recommendation in question, and any relationship between the external evaluator and the person being evaluated. Letters from external reviewers will be considered confidential personnel communications and will be available for use by only those parties directly involved in the review process. Candidates for promotion and/or tenure will not have access to external evaluations. The University will hold such letters in confidence to the fullest extent consistent with law.

5. Rights of Applicant

a. An individual, not subject to a mandatory review, has a right to withdraw a tenure and promotion application at any time.

b. Candidates will be informed of the PTR Committee and Department Chair recommendations by the Department Chair before they are sent to the College Committee.

c. Candidates may update their tenure or promotion file after it has left the department only under the following circumstances: when additional information is requested; when a grant application already submitted for review is accepted; when a forthcoming article, chapter, or book is published.

6. The Reappointment, Tenure, and Promotion Process beyond the Department

Reappointment, Tenure, and Promotion Process beyond the Department procedures are outlined in Section 5.5.1 of Appendix I. Tenure, Promotion, and Reappointment Procedures of the Faculty Handbook.

7. Early Tenure

A faculty member may be considered for tenure prior to the mandatory year. Candidates for tenure must meet the same cumulative standards of performance as candidates in their mandatory years. Candidates should consult their departmental chair or unit PTR committee chair about their chances of successfully achieving early tenure prior to application.

a. Procedure for Early Tenure Cases

See Senate Clarification 709.1.1

8. Appeals

Appeals procedures are defined in Section 7 of Appendix I. Tenure, Promotion, and Reappointment Procedures of the Faculty Handbook.

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9. Criteria for Promotion and Tenure

The granting of tenure and promotion in the Department of Social Sciences rests upon the qualitative assessment and evaluation of the performance of individuals at the time of their promotion. There is no one formula that applies in this department, and quantitative measures (numbers of articles, dollars of outside research raised, numerical summaries of teaching evaluations) cannot replace the qualitative dimension of the review process.

a. Criteria For Appointment as Assistant Professor

The candidate should:

    i. Have a terminal degree. This usually will be a Ph.D. or equivalent.

    ii. Demonstrate competence as a teacher.

    iii. Maintain active membership in an appropriate professional society.

    iv. Demonstrate evidence of capacity to initiate a record of research and publication.

b. Criteria For Promotion to Associate Professor

The candidate should:

    i. Meet all requirements for promotion, or appointment, to the rank of Assistant Professor.

    ii. Have a successful record as a teacher, as attested to by students and colleagues, and a peer teaching evaluation report (see charter section VIII.) This may also include the supervision of graduate students, service on graduate committees, and advising of undergraduate students.

    iii. Maintain continuing and active participation in scholarly research, as evidenced by such activities as peer-reviewed publications in vehicles appropriate to one's field, presentations at scholarly meetings, and receipt of grants for research and the support of graduate students. The candidate's record must demonstrate that scholarly work is beginning to move beyond his/her dissertation research and that scholarly growth and development are likely to continue beyond promotion.

    iv. Demonstrate active service to his/her profession. This may include the review of books, manuscripts, prospectuses, or research proposals for outside agencies, participation in one or more appropriate professional societies, such as holding office, serving on committees, and attendance at professional meetings.

    v. Contribute to the academic and professional programs of the University through committee work, program development, or administration service.

    vi. Serve the University community through support of student groups or programs and/or the community at large in a professional capacity.

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The Department proposes no one "ideal" combination of these criteria in a candidate for tenure and promotion to associate professor. Still, not all activities are of equal importance. The department weights service to the University and Department least heavily, as evidenced by its informal agreement that junior faculty not be overburdened with committee responsibilities. Individuals can meet criteria v and vi above by offering evidence of accepting a larger role in service to the University and local community by the time of their promotion. Greater importance is attached to a candidate's service to his/her profession, but the most important criteria are ii and iii. It is recognized that there will be significant variation in the teaching, research, and publication records achieved by candidates for promotion and tenure in this department, and allowances will be made for that variation. Nonetheless, the Department expects candidates to exhibit strength in both teaching and scholarly research and publication. It will be assumed that new faculty will spend their first two years working most heavily on teaching and course work, with greater evidence of scholarly efforts appearing after the first two years.

c. Criteria For Promotion To Professor

The candidate should:

i. Meet all requirements for promotion to the rank of Associate Professor.

ii. Have a successful record as a teacher, as attested to by students and colleagues, and a peer teaching evaluation report. This may also include the supervision of graduate students, service on graduate committees, and advising undergraduate students.

iii. Have developed a body of scholarly work, recognized nationally by colleagues in his/her field for its quality and significance. This suggests that the individual is acknowledged as an authority who has made important contributions to that field. The candidate should show evidence of significant scholarly activity beyond that which qualified him/her Associate Professor. Promotion is not justified by merely serving time in a previous (Associate) rank.

iv. Maintain active service to his/her profession. This may include the review of books, manuscripts, prospectuses, or research proposals for outside agencies, publishers, or organizations. It should include active membership and participation in an appropriate professional society, such as holding office, serving on committees, and attendance at professional meetings.

e. Have a record of leadership and active contributions to the academic and professional programs of the University. This should include University committee work, program development, or administrative service.

In the case of individuals who have had substantial time in academic and/or professional positions at other institutions, that individual's time and record in other institutions shall be considered when applying for tenure and promotion. There is are no time requirements between promotions, including from Associate to Professor.

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10. Categories of Evaluation

The Candidates will be evaluated in the areas of teaching effectiveness, departmental contributions, scholarly activity, and professional service. NOTE: These lists are not all-inclusive; nor is it expected that candidates will show examples of activities in every area.

a. Teaching Effectiveness

The candidate should be an effective teacher. Evidence of effective teaching includes:

    i. Evaluations by colleagues.
    ii. Evaluations by students.
    iii. Evaluations by former students.
    iv. Involvement with Social Sciences graduate students, including grant-seeking efforts related to the support of those students.
    v. Services on graduate committees in other departments.
    vi. Development of curricular materials.
    vii. Participation in professional meetings devoted to teaching in one's field.
    viii. Publications related to pedagogical activities in the candidate's field.
    ix. Success of students in courses for which the candidate's course is a prerequisite.
    x. Teaching portfolio reflecting teaching as a scholarly practice. Portfolios may include, but are not limited to (i) materials describing teaching responsibilities (courses taught, guest lectures, development of new programs/courses, taking students to conferences, etc.), (ii) reflective analysis (teaching philosophy, teaching innovation, mentorship, recognition of effective teaching, etc.), and (iii) teaching evidence (syllabi, exams, student work samples, student ratings, peer ratings, use of technology or other innovation, etc.).

b. Scholarly Activity and Recognition

The candidate should contribute to the general fund of knowledge. Some evidence of these contributions are:

    i. Publication of refereed or peer-reviewed papers.
    ii. Papers and presentations delivered at professional seminars, workshops, and conferences.
    iii. Publications of books or monographs.
    iv. Technical reports, or encyclopedia articles.
    v. Written testimonies from peers in his/her field of scholarship.
    vi. Receipt of funding for research and/or writing.
    vii. Favorable published scholarly reviews of publications and scholarly citations of their work (e.g., Google Scholar, Web of Science).

c. Contributions to Department

The candidate should contribute to the general operation and growth of the department. Some evidence of such are:

    i. Departmental committee work.

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    ii. Course or curriculum development.
    iii. Effective interaction with departmental faculty.
    iv. Student advising.
    v. Attracting students to programs.
    vi. Representing the Department in University committee work.
    vii. Securing outside support for graduate student assistantships, projects, and research.
    viii. Involvement in department program reviews or assessment.
    ix. Developing opportunities for community involvement and outreach.

d. Professional Service

The candidate should contribute to his/her professional community. Some evidences of such contribution are:

    i. Speeches to organized groups.
    ii. Contributing to government, education, community organizations, or industry.
    iii. Participation in professional societies.
    iv. Professional review of manuscripts and proposals.
    v. Participation in University non-departmental committees.

11. Appointment and Promotion of Instructors and Lecturers

Lecturers and Instructors are non-tenure-track faculty appointments.

Instructors are appointed for temporary, one-semester, or semester-by-semester work, part-time or full-time, with contracts no longer than one year. Minimum qualifications are a master's degree or a bachelor's degree with professional qualifications. Instructors normally are hired for instructional duties (delivering classes, holding office hours, etc.).

a. Definition of Titles

i. Lecturers are appointed for a two-year term that is renewable. Notice of termination must be given at least one year in advance of the appointment's expiration. Minimum qualifications include a Master's degree or equivalent professional qualifications. Lecturers may be expected to provide instructional duties, develop new courses and participate in program development, represent the department, advise students, conduct research, and serve on committees.

ii. Senior Lecturers hold a continuing appointment. Notice of termination must be given at least one year in advance of the appointment's expiration. Minimum qualifications include a Master's degree or equivalent professional qualifications. In addition to the expectations for lectures, senior lecturers are expected to demonstrate excellence in teaching and leadership in education and develop new courses, teaching methods, and procedures that have a substantial impact within the department and across the university.

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iii. Principal Lecturers hold a continuing appointment. Notice of termination must be given at least one year in advance of the appointment's expiration. Minimum qualifications include a Master's degree or equivalent professional qualifications. In addition to the expectations for lecturers and senior lecturers, principal lecturers are expected to demonstrate exceptional achievements in teaching and education.

b. Performance Review for Lecturers, Senior Lecturers, and Principal Lecturers

Instructors who have an appointment for a year shall be evaluated annually by the Department chair in the event of re-appointment. All lecturers, senior lecturers and principal lecturers shall be evaluated bi-annually by Department chair, and shall receive written comments. All individuals serving as lecturers shall be evaluated by the Promotion, Tenure and Reappointment Committee every other year, except for Senior lecturers and Principal Lecturers who will be evaluated by the PTR committee every three years.

As part of the reviews by the PTR committee, lecturers, senior lecturers and principal lecturers shall prepare documentation similar to that required for a reappointment review for untenured, tenure track faculty: examples include a statement of activities and self-assessment, current curriculum vitae, teaching portfolios, and statement of teaching with copies of student teaching evaluations. The committee's recommendation shall address the question of whether the individual should be reappointed for an additional two-year term.

The Committee will advise the Department Chair in writing of its recommendations for reappointment or non-reappointment and its reasons. The committee will provide a copy to the faculty member. In the case of a recommendation of non-reappointment in a biennial review, the faculty member may provide a written response to the Committee. Both documents will be forwarded to the Department Chair.

The Department Chair will make a decision for or against reappointment in writing to the Dean of the College of Sciences and Arts. In cases of non-reappointment, reasons will be provided. The faculty member will be notified of the decision and provided a copy of the document. If the Department Chair should make a decision different from that of the PTR Committee, the candidate may write a response and place it the reappointment file before it goes to the Dean. The chair shall transmit both the committee report and the chair's recommendation to the dean of the college, who shall approve the departmental recommendations.

c. Promotion of Lecturers

Individuals holding appointments in the Lecturer ranks and seeking promotion must notify the Department Chair of his/her intention of seeking promotion. The candidate shall prepare documentation similar to the FAR completed by tenure-track faculty as part of their promotion process, along with information about teaching, a peer teaching evaluation, and a curriculum vitae. The PT&R Committee will evaluate the candidate's

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record in terms of meeting the job description and expectations for the next level. The Committee will consider the categories of evaluation identified in Subsection III.J of this document, with suitable adjustments to reflect the circumstances of the various lecturers' appointments. The Committee will then make a written recommendation to the Department Chair. The Department Chair makes a written recommendation and forwards that with all other documentation to the Dean of Sciences and Arts. The Dean makes a written recommendation and forwards all documentation to the Provost, who reviews the documentation and makes a recommendation to the President. The President makes the final promotion decision.

IV. The role of professional staff and other non-tenure/tenure-track members

Senate Policy 701.1 Definition of Academic Appointment (Tenure track faculty)

Senate Policy 701.2 Definition of Academic Appointments (Non-tenure track faculty)

V. Sabbatical Leaves

Sabbatical Leaves are governed by Senate Procedures 706.1.1.

VI. Emerit Faculty

Emerit faculty rank is an honorary rank awarded to retirees who have tenure in the professional ranks and have served the University with distinction. Holders of such rank qualify for a number of privileges defined by the University. The process of appointing a faculty member to this honorary rank may be initiated by the faculty member or by others in the Department. In either instance, a document justifying the appointment shall be transmitted to the Department's Tenure, Promotion, and Reappointment Committee for review and consideration. That committee shall prepare a recommendation regarding the award of such an appointment. If the committee approves, the Department Chair forwards the committee's recommendation to the Provost for transmission to the Board of Trustees. The faculty member seeking the appointment may appeal a negative recommendation from the PT&R committee to the Department Chair. Senate policy 703.1 requires one to have been a full-time faculty member at Michigan Tech for at least 10 years before being appointed to the rank of Emeritus/Emerita.

VII. Procedures for unit grievances (Senate Policy 704.1, Procedure 704.1.1)

The University's grievance procedures are outlined in Appendix C of the Faculty Handbook.

VIII. Role of Non-Voting Members of the Department in Governance

Adjuncts, instructors, and visiting faculty are encouraged to participate in all meetings and discussions but are not eligible to vote. A graduate student representative, nominated

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by the graduate students, is encouraged to attend Department Meetings and serve as a liaison to the graduate students. They are not eligible to vote. Full-time professional staff shall be eligible to vote on non-academic items.

IX Departmental Committees

1. Creation of Committees and Committee Structures

The Chair shall make committee assignments by the end of the faculty members' contract period in the year prior to the assignments.

a. Standing Committee Appointments and Responsibilities

Faculty members self-nominate via a form sent by the Department Chair during the Spring semester. Faculty members are to provide their top three choices, in rank order. The Department Chair develops committees using the rank order lists, while also maintaining three-year cycles for the Promotion, Tenure, and Reappointment (PTR), Graduate Affairs, Grievance, Development Committees.

The Department Chair appoints Committee Chairs, except for PTR Committee Chair. The PTR Committee Chair is the faculty member who is serving on their third year.

Faculty vote to approve final committee appointments before the end of the contract period in the Spring semester.

Individuals must sit on a minimum of one committee and no more than three--individual Program committees (e.g., Anthropology, IHA) program committees excluded.

If needed, the Department Chair will fill those committees with limited interest.

Spouses may not serve on the same standing committee together. They may serve on Program and ad-hoc committees together except ad-hoc hiring committees. Exceptions can be granted by the Department Chair in consultation with the committee of concern and the Advisory Committee (if needed)

b. Appointments to Standing Committees include the following rights and responsibilities:

Committee members, regardless of position or rank, have the right to be full participants in the deliberations and have a full vote on decisions made by the committee

It is expected that Committee members attend meetings and fully participate in the work of the committee

In the event that a professional conflict arises after being assigned to the committee, the affected committee member will work with the Department Chair to be reassigned to a new committee and to identify a replacement on the impacted committee.

i. Committee Decision-Making Structure

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Committees have the autonomy to make decisions utilizing an agreed-upon and specified process unless otherwise specified in this Charter. Decisions will be made by simple majority voting unless the committee specifies otherwise. Decisions are subject to the approval of the Chair who is charged with balancing the overall needs of the Department. On the occasion of a Chair having a dissenting decision, the Chair must explain their rationale to the Committee.

See exceptions for curricular issues that impact more than one program in Grad and Undergrad Affair Committees.

With the exception of Grievance and PTR Committee - all Committees will prepare meeting minutes and they will be stored and be made available on the Departments shared Google Drive. The Committee minutes will include the procedure used to make decisions. Committees will also report the results of key decisions to the department via email.

2. Undergraduate Affairs Committee

a. Composition: Undergraduate Chair, Binder Person, Advisor of each undergraduate program, Director of Student Programs. The Undergraduate Chair shall serve as the Committee Chair.

b. Responsibilities:

- Administer undergraduate travel grants and department scholarships
- Conduct student entrance and exit interviews
- Communicate with accepted and deposited students
- Facilitate orientation and welcome BBQ
- Facilitate Student Ambassador Program
- Facilitate student visits
- Manage UPPERS Program
- Organize departmental student awards
- Organize internships and related capstone coordination
- Participate in recruitment activities and liaison with admissions staff
- Supporting student scholarship applications and competitive scholarships
- Supporting student organizations and social events
- Transfer credits and study abroad credit evaluation

c. Exceptions:

The committee creates a recommendation/advisory decision that goes to a vote of the entire faculty for the following specific topics:

Curricular issues that impact more than one program*

3. Graduate Affairs Committee

a. Composition: Six Members. Two each from our existing EEP/IHA programs, Graduate Director, Director of Student Programs. The Graduate Director serves as Committee Chair. Each member serves a three-year term. Terms are staggered

b. Responsibilities:
- Graduate student office assignments
- Facilitate admissions twice annually by soliciting a ranking of applicants from all interested faculty, after an initial review by Program committees.
- Allocate Departmental Funding towards tuition and GTA stipends
- Reconcile cross-program curricular issues
- Maintaining student progress, academic probation, monitoring funding for individual students, and termination of funding
- Administer travel grant program
- Maintains communication with Graduate Student Representative
- Facilitate student visits
- Facilitate graduate student retreat and orientation
- Maintain Graduate Handbook and associated policies and procedures

c. Exceptions: The committee creates a recommendation/advisory decision that goes to a vote of the entire faculty for the following specific topics:

- Curricular issues that impact more than one program*

4. Relationship between Program Committees and Undergraduate and Graduate Program Affairs Committees

Individual Program Committees will bring curricular updates to their respective Undergraduate or Graduate Affairs Committees for review and final approval. These updates will either be drafted by the Program Committee as a whole or the result of the work of an ad hoc committee and should represent a consensus-building process. After being approved by a majority of the members of the Program Committee the updates will be sent to the respective Undergraduate or Graduate Affairs Committee.

The respective Undergraduate or Graduate Affairs Committee may approve the proposed changes as received. If substantive changes are required, the draft with suggested changes and comments will be returned to the respective Program Committee for revision. The Program Committee (and any associated ad hoc committee) will review the comments and changes and modify the document as necessary. Communication between the Program Committee and the respective Undergraduate or Graduate Affairs Committee during this process is strongly encouraged. A revised document, again approved by a majority of the Program Committee, will be resubmitted to the respective Undergraduate or Graduate Affairs Committee. This process will continue until there are no longer substantive changes recommended by the respective Undergraduate or

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Graduate Affairs Committee and an approved draft from the Program Committee is accepted by the respective Undergraduate or Graduate Affairs Committee.

5. Promotion, Tenure, & Reappointment Committee

The University-level procedures and processes for promotion, tenure, and reappointment are found in [Appendix I of the Faculty Handbook.](#)

The Department-level procedures and processes for promotion, tenure, and reappointment are listed below.

a. Composition: Three tenured faculty members with a 50% or greater appointment in the Department of Social Sciences. Faculty members whose promotion request is to be considered by the committee are not eligible to serve. Faculty members serving on the College PTR committee should not serve on the Departmental PTR committee if other faculty are eligible. The Department Chair will not be a member of this committee, even in an ex-officio capacity. Members will serve a term of three years, one member rotating off each year, with a new member rotating on. The faculty member in the third year of his/her term will serve as the Committee's chair.

b. Responsibilities: Meet with the Department Chair to initiate the review process for the academic year; review the progress of untenured faculty (lecturers and tenure-track) and make recommendations to the Chair regarding reappointment; meet with non-tenured tenure-track faculty to review progress and answer questions about promotion and tenure process; review files of faculty requesting promotion and/or tenure and make recommendations to Chair.

6. Advisory Committee

a. Composition:

This Committee shall consist of five members, namely the PTR Chair, Graduate Director, Undergraduate Director, Development Committee Chair, Department Administrator

b. Responsibilities:

- Fosters dialogue and information sharing across committees

- Provides support and guidance to the Department Chair through the sharing of that information, by voicing concerns, providing feedback, and offering insight on matters related to decision making within the Department, including major curricular matters, resource allocation, and budgetary decisions.

- Solicits and develops implementation plans for strategic planning directives/ideas from faculty and students

- Recommends TA Assignments to courses

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- Coordinates all departmental and committee diversity, equity, and inclusion (DEI) initiatives, especially to evaluate previous efforts and their effectiveness.

7. Grievance Committee

a. Composition:
Three members who serve three-year terms with one member rotating off each year. The member in their third year shall serve as the Committee Chair. There shall be at least one tenured and one non-tenured member. PTR Committee members are ineligible to serve. If a complaint raises a conflict of interest, the Department Chair will appoint an interim member.

b. Responsibilities:
- Addresses only departmental-level issues.
- The Committee is guided by Faculty Handbook, Appendix C. Grievance Procedures
- Accepts and review grievances brought to the committee.
- Makes recommendations to resolve complaints to the Department Chair for grievance cases.
- Maintains a list of other campus resources for university-wide grievance issues (ie- Title IX etc.)

8. Development Committee

a. Composition:

The Development Committee shall consist of three members each serving three year terms with one member rotating off each year. The member in their third year will serve as the Committee Chair.

b. Responsibilities:

- Liaison with the College of Sciences and Arts (CSA) Marketing Director to update materials
- Advise Department Chair and Department Staff on website updates
- Work with the Admissions office to maintain program websites
- Maintain contact information for department alumni
- Work with the Department Chair and CSA Advancement office to maintain relationships with donors, communicate needs, and send thank you's.
- Coordinate Summer Youth Program, High School Outreach (ie- History Day), Study Abroad, and related programs.
- Coordination of departmental efforts to connect with career services, potential employers, internships, and to ensure job fair participation

9. Individual Program Committees (one per undergraduate and graduate degree)

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a. Composition:

The Program Committee shall consist of four members one of which is the Undergraduate advisor for undergraduate degrees. The Department Chair serves as the committee Chair unless delegated by the Department Chair.

Each committee must meet a minimum of once per academic semester. The Department Chair or delegate will schedule meetings.

b. Responsibilities:

- Undertakes an initial review of competitiveness and non-competitiveness of applicants (Graduate Programs Only)
- Provide curricular Updates, including expectations for milestones (comprehensive exams, proposals, etc)
- Develop and execute recruitment plan in collaboration with the Development Committee
- Complete annual program assessment
- Communicate needed Binder changes to Binder Coordinator
- Update in-house degree audits
- Solicit feedback from faculty in their areas throughout committee work.
- Form working ad-hoc groups to address specific committee duties

10. Ad hoc Committees

a. Composition: Number and eligibility shall be determined by the Department Chair. The term of the committee will be one academic year. Ad-hoc search committees will be established through the same process as standing committees, recognizing that timelines may vary. The ad-hoc search committee may elect to invite a graduate student representative to be a non-voting member of a search committee.

b. Responsibilities:

- An ad hoc committee may be formed at any time during the calendar year as needed. Typical ad hoc committees are those established to conduct a search or to prepare a planning or strategy document.

- The need for such a committee and its composition shall be communicated to the Department; committee membership shall only be finalized after faculty have an opportunity for input.

- Ad hoc committees will continue to function until the project is complete or the issue is no longer of concern. Existing ad hoc committees may be reconstituted at the beginning of the fall term.

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X. Department of Social Sciences Peer Teaching Review Process

This document describes the teaching peer review process in the Department of Social Sciences. The goal of this process is to provide clear guidelines for a constructive assessment for the faculty member under review. Additionally, the process should engage the reviewers and the faculty reviewed in mutual learning and exchange about teaching. Any faculty member may request a peer teaching review at any time.

1. *Identification of reviewers*: The faculty under review will identify one member of the department and the chair a second member to conduct the evaluation.

2. *Pre-observation meeting*: The faculty member under review will arrange meetings with the assigned reviewers to discuss the course the teaching goals. These meetings will occur prior to the course visit. The faculty member under review will share course materials, including Canvas site and course syllabus, with the reviewers prior to the meeting.

3. *Classroom observation meeting*: The reviewers and faculty members under review will identify the date in advance of the visit. Reviewers will attend and observe a class, but this does not need to be the same class. Reviewers will use the Peer Teaching Observation Form as a guide for their review.

4. *Post-observation meeting*: The faculty member under review will arrange meetings with the assigned reviewers for a post-observation meeting to discuss class observations and teaching material.

5. *Writing the summary*: The faculty reviewers will write a teaching evaluation that includes summary of the meetings, classroom observation, and teaching materials, and that includes the Peer Observation Form.

6. *Sharing & responding to the summary*: The teaching evaluation summary and Peer Observation Form will be shared with the faculty member under review. The faculty member under view will have the opportunity to review the materials prior to their submission to the department chair. The faculty member under review may then suggest revisions and/or respond to the evaluation summary in writing. If the faculty member under review wishes to formally rebut or affirm the evaluation, they may submit their written statement to the chair and this written response will be added to the faculty member's file along with the teaching evaluation summary and Peer Observation Forms (see Senate Proposal 12-03).

7. *Submitting the summary*: The faculty reviewers will then submit the finalized teaching evaluation summary and Peer Observation Forms, signed by both reviewers and the faculty member reviewed. The teaching evaluation summary and will be added to the faculty member's file. In addition, the reviewers and the faculty member reviewed will sign the Peer Review cover sheet.

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The following resources are available to assist reviewers and faculty under review:
- Center for Teaching and Learning videos about the peer review process steps including : 1) preparing for peer-observation, 2) pre-observation meeting, 3) classroom observation, 4) post-observation meeting, 5) preparing the written summary: https://mtu.instructure.com/courses/778826/pages/the-other-half-of-teaching-evaluation-coffee-chat
- How to avoid racism, sexism, and gender bias in evaluations
  - Lebowitz, S. 2015. Stanford University analyzed the language in 125 performance reviews from a tech company and found something disturbing. *Business Insider.* Online at https://www.businessinsider.com/gendered-language-in-performance-reviews-2015-10
  - Ismat, S.M. 2016. A guide to writing recommendation letters that aren't sexist. *Quartz*. Online a https://qz.com/791520/how-to-avoid-sexism-and-gender-bias-in-letters-of-recommendation/
  - Byrd, W.C. 2018. From potential bias to action. *Inside Higher Ed*. Online at https://www.insidehighered.com/advice/2018/05/04/how-avoid-bias-faculty-evaluations-opinion
  - University of Arizona. Commission on the Status of Women. Avoiding gender bias in reference writing. Online at https://csw.arizona.edu/sites/default/files/avoiding_gender_bias_in_letter_of_reference_writing.pdf
  - Gender bias calculator (can copy and paste text): https://www.tomforth.co.uk/genderbias/

Department of Social Sciences Peer Teaching Observation Form

This form should be used by the reviewer to take notes. Following the class observation, type up the notes to submit along with the teaching evaluation summary.

Pre-observation meeting: At this meeting, take notes about specifics shared by the instructor under review. Note any teaching goals the faculty member shares. The instructor being reviewed should share class materials, including access to Canvas course site and syllabus, with the reviewer.

Class context & background: Describe the setting in which the class takes place, relevant information about the makeup of the class, and any other descriptive characteristics that would provide appropriate context to the observation.

Instructor Goals/Intentions for Class Session: Focus your comments on whether the goals were: 1) clearly stated or portrayed, 2) appropriate to the focus of the course, 3) explicitly connected to the flow of previous or future classes.

Significance of the class content and activities, topics, or issues: Focus your comments on how the instructor class material was presented.

Student engagement with the subject matter: Examine the degree to which student engagement occurred 1) over a substantial portion of the class meeting time, 2) by a broad segment of students attending the class, 3) in appropriate forms such as discussion, listening/processing, performing, reading, reflecting, speaking, or writing.

Post-observation debrief meeting: This is intended to be a constructive discussion about what was observed in the classroom visit and in the teaching materials. This is an opportunity for both reviewer and the instructor reviewed to share resources and discuss teaching more broadly.

Revision History

Initial Charter adopted May 8, 1995

Revisions (as per Provost memo of 9/13/95) approved November 13, 1995

Minor additional revisions approved March 28, 1996

Revisions (to incorporate lecturers) approved August 31, 2007

Revisions (to be consistent with Senate Policies 506.1.1, 704.1.1, and 805.1.1 and Senate Procedure 710.1) approved December 20, 2013

Revision that makes chair reappointment process consistent with university policy, approved December 14, 2017

Revisions to move the PT&R section out of an appendix, to go from two to one graduate director, and to make minor updates and edits, approved Jan. 23, 2018

Revisions to peer teaching process, approved XXXXX

Revisions to charter (to be consistent with so many Senate Policies) approved XXX

Revisions to remove language in promotion and tenure about departmental citizenship approved XXXX

Revisions to change standing committees and voting structures approved XXXX