

SCHOOL OF FOREST RESOURCES AND ENVIRONMENTAL SCIENCE

CHARTER

Michigan Technological University

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SCIENCE, MICHIGAN TECHNOLOGICAL UNIVERSITY**

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This is the charter for the School of Forest Resources and Environmental Science (School). In cases where this charter is in conflict with University policy, University policy has primacy. The content of this charter is consistent with MTU Senate Policy 710.1, Departmental Governance. Ballots are stipulated in a number of procedures described in this Charter. Appendix A provides a list and summary of the basic procedural requirements of these ballots.

1. Procedure for Changing and Approving the Charter

a. Initiation of the Charter Revision Process

Amendments, revisions, or other changes to this document may be initiated by:

- 1) A written petition signed by a majority of the Charter-eligible voting members of the School and submitted to the Dean;
- 2) By a vote held during a faculty/staff meeting with a majority affirmative vote of the charter-eligible School members present; or
- 3) By the Dean according to Section 1.d.

b. Definition of the Charter-Eligible Voting Members of the School

Voting members consist of:

- 1) Tenured, tenure-track, and non-tenure-track faculty, except those with adjunct and visiting appointments. Also excluded are the School Dean, Associate Dean, and other School faculty who have a primarily (>50% time commitment) administrative appointment;
- 2) All professional staff and other non-faculty employees of the School who: (i) receive at least 50% of their salary from the General Fund and are employed at least 30 hours/week; or (ii) have been employed in the School for at least 900 hours/year for at least the two consecutive years prior to the Charter revision ballot.

c. Charter Revision Committee and Voting Procedure

Within two weeks of initiation of the Charter revision process, the Dean shall oversee the formation of a Charter revision committee consisting of at least three members from the Charter-eligible members of the School as defined in 1.b. The committee members will be nominated and elected at a faculty/staff meeting by a majority affirmative vote of Charter-eligible members of the School present. The Charter revision committee shall prepare a revised version of the existing Charter based on the wording of any petition and/or other considerations. Changes should be identified using the track changes function of MS Word. A revised, proposed version of the Charter will be distributed to the Charter-eligible members of the School. During a minimum two week time period, the Charter revision committee will hold at least one open meeting with the School to discuss the proposed changes. Adoption of the revised charter requires a two-thirds affirmative vote by the Charter-eligible members of the School using the secret ballot procedure described in Section 3.d. The distribution of the proposed revised Charter, the minimum two-week consideration period, and the vote will be held during the academic year.

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d. Changes to the Charter due to Changes in University or Senate Policies or Procedures

Revisions to the Charter necessitated by changes in University or Senate policies or procedures may be proposed by the Dean or any other member of the School, except for changes to tenure, promotion, and reappointment (TPR) procedures and the associated position definitions necessitated by changes in University policy. TPR changes will be proposed by the Tenure, Promotion, and Reappointment Committee after discussion at a faculty meeting and passed by a majority affirmative vote of the tenured/tenure-track faculty present. All proposed changes must then be passed using the voting procedure described in Section 1.c.

2. Responsibilities of the Dean, Associate Dean, and Director of the Ford Center and Forest

Dean - The Dean of the School of Forest Resources and Environmental Science is the principal academic and administrative officer of the School, who functions under the supervision of the Provost. The Dean's responsibilities include, but are not limited to:

- 1) Represent the School within and outside the University;
- 2) Maintain a relationship with the School's alumni and friends;
- 3) Develop and maintain the School's mission and strategic plan;
- 4) Take overall responsibility for the School's budget and fundraising efforts;
- 5) Manage the McIntire-Stennis Cooperative Forestry Research Program;
- 6) Oversee faculty and undergraduate recruitment and retention;
- 7) Promote diversity and inclusion within the School;
- 8) Conduct or supervise performance evaluations of faculty and staff;
- 9) Administer the undergraduate and graduate education programs within the School, including accreditation and assessment;
- 10) Recommend hiring, promotion, tenure, and termination actions of tenured/tenure-track faculty to the Provost;
- 11) Manage computing/IT needs;
- 12) Oversee the utilization of facilities and lands administered by the School;
- 13) Perform an annual "State of the School" review with School faculty and staff, including a review of the current year's budget;
- 14) Coordinate School Advisory Board meetings;
- 15) Allocate School fellowships and other graduate awards with guidance from the Graduate Studies Committee; and
- 16) Foster increased contributions to research and scholarly activity by faculty within the School.

Associate Dean - The Associate Dean reports to the Dean. The responsibilities of the Associate Dean are assigned by the Dean. A list of these responsibilities shall be provided to the School's faculty, staff, and students so they are aware of the Associate Dean's duties. Any substantial changes to these responsibilities shall be reported to the faculty, staff, and students.

Director of the Ford Center and Forest – The Director of the Ford Center and Forest (FCF) reports to the Dean. The responsibilities of the Director are assigned by the Dean.

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A list of these responsibilities shall be provided to the School's faculty, staff, and students so they are aware of the Director's duties. Any substantial changes to these responsibilities shall be reported to the faculty, staff, and students. These responsibilities will include preparation of a master plan for the FCF that incorporates a business plan for the Ford Center and management plan for the Ford Forest and other research forest lands administered by the School; preparation of an annual written report that includes activities at the FCF during the prior year, financial status of the Center, the upcoming year's planned activities, and any deviations from prior planning; and presentation of the annual report to the School faculty and staff.

3. Procedures for Recommending Promotion, Tenure, and Reappointment

The tenure, promotion, and reappointment of tenure-track and tenured faculty at Michigan Technological University is governed by the Board of Control Policy on Academic Tenure and Promotion, Chapter 6, Section 6.4, and the subsidiary section within the current Faculty Handbook on Tenure, Promotion, and Reappointment Procedures, Appendix I. This section of the Charter provides the policies and procedures, which are specific to the School and are required by University policy.

a. Tenure, Promotion, and Reappointment (TPR) Committee

Purpose - Tenure, Promotion, and Reappointment Committee of the School of Forest Resources and Environmental Science is the single standing committee for tenure, promotion, and reappointment within the School. Generally, the committee oversees the process for evaluation and promotion of faculty within the School, and makes recommendations to the Dean on promotion and tenure of tenured and tenure-track faculty. The committee also participates in the reappointment evaluations of the Dean and Associate Dean as part of the respective review committees (see Section 8.a). Voting conducted by the secret ballot procedure described in Section 3.d is also overseen by the TPR committee. For new faculty hires to receive tenure on arrival, this committee will conduct a full evaluation as described in Appendix B except that no external letters will be required. The committee also develops procedures and policies relating to School faculty tenure, promotion, and reappointment only when charged by a majority vote of the tenured/tenure-track faculty or necessitated by changes in University or Senate policy. Any member of the School tenured and tenure-track faculty, including the Dean and Associate Dean, may propose a charge to the committee.

Membership - The TPR committee is composed of five tenured faculty members of the School; if possible, at least two members of the committee should be of full rank. Committee members must have a primary (greater than 50%) appointment in the School of Forest Resources and Environmental Science to serve on this committee. Each member is elected at a faculty meeting by a majority affirmative vote of the tenured faculty present, and serves a three-year term coinciding with the academic calendar. A committee member cannot serve consecutive terms unless he/she was elected to complete another member's term. The committee elects its own chair from the members who have served at least one year on the committee. The chair serves for one year and may be re-elected. In the event of a vacancy on the committee, the tenured faculty elects a replacement at a faculty meeting by a majority affirmative vote of tenured faculty present. A replacement member will complete the term of the member who has left the committee. The Dean, Associate Dean, and other School faculty who have a primarily

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(>50% time commitment) administrative appointment cannot serve on this committee. During an extended absence of a committee member, the Dean shall appoint a temporary replacement to the committee. Temporary committee members must be confirmed at a faculty meeting by a majority affirmative vote of the tenured faculty present. In cases where the perception of a conflict of interest might exist, the Dean can substitute a faculty member for the committee member who might have a conflict of interest. If necessary, the determination of a conflict of interest shall be made in consultation with the Michigan Tech Conflict of Interest Coordinator. Meetings of the TPR committee are closed. Therefore, topics requiring broader discussion should be brought to a meeting of tenure-track and tenured faculty.

b. Role of the TPR Committee, Dean, and Faculty in the Recommendation Process

Appendix B describes the recommendation process.

c. Areas for Evaluation and Guidelines for Promotion

The evaluation areas for promotion, tenure, and reappointment of tenured/tenure-track faculty within the School are:

1. Instructional quality and other contributions to the Michigan Tech educational mission.
2. Independent and collaborative research and other scholarly activities.
3. Professional service, both within and outside the University.
4. Academic responsibility and citizenship that are needed for instruction, research, and service.
5. Any administrative responsibilities.

The following section describes the guideline criteria that will typically be used in the evaluation for promotion; however, additional contributions and accomplishments provided by the applicant will also be considered.

For promotion to Associate Professor, the following factors will be taken into consideration:

1. Level of national recognition as judged by peers.
2. Research activities, particularly:
 - a. The ability to attract extramural (off-campus) funding, especially for the support of graduate students.
 - b. Publications. These include papers in peer-reviewed journals, books, book chapters, review articles, and patents.
 - c. Presentations at meetings along with corresponding proceedings papers.
 - d. Indexed citations.
3. Teaching activities:
 - a. Demonstrated ability to be an effective teacher.
 - b. The number of graduate students supervised that demonstrate good progress or successful completion of their degree requirements.
 - c. Other factors that may include awards for teaching, publications on university pedagogy, and instruction outside of typical teaching commitments. Examples are guest lectures at Michigan Tech or

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elsewhere and participation in on- or off-campus short courses and workshops.

4. Level of national recognition as demonstrated by off-campus invited seminars, review of grants and journal articles; offices held in national and regional societies or groups; and other relevant metrics.
5. Service on School and University committees.

For promotion to Full Professor, the following factors will be taken into consideration:

1. Level of international recognition as judged by peers.
2. Research activities, particularly:
 - a. The ability to attract extramural (off-campus) funding to support their research program, particularly multi-investigator grants where the candidate is the lead.
 - b. Publications. These include papers in peer-reviewed journals, books, book chapters, review articles, and patents.
 - c. Presentations at meetings along with corresponding proceedings papers.
 - d. Indexed citations.
3. Teaching activities:
 - a. Continued demonstrated ability to be an effective teacher.
 - b. Invitations to give guest lectures at Michigan Tech or in other venues.
 - c. Participation in on- or off-campus short courses and workshops.
 - d. Other evidence of teaching ability such as awards and publications on university pedagogy.
 - e. The number of graduate students supervised that demonstrate good progress or successful completion of their degree requirements.
 - f. Regular service on graduate committees for School and non-School graduate students.
4. Level of national recognition as demonstrated by off-campus invited seminars; review of grants and journal articles; offices held in national and regional professional societies; editorship of books and journals; consulting activities; productive sabbatical leave; textbook authorship; or other relevant metrics.
5. Service on School and University committees and/or the University Senate and its subcommittees.

d. Secret Ballot Voting Procedure

Secret ballot voting will be conducted by the TPR committee using a double envelope procedure. The marked ballot will be sealed in a small envelope. This envelope must be sealed within a larger envelope, which must be signed by the voter across the flap. At least three members of the TPR committee must be present when the votes are separated from the large outer envelope by the Dean's Administrative Associate. The Dean's Administrative Associate also will record the names of the voters. Finally, the Dean's Administrative Associate will mix the smaller envelopes and give them to the TPR committee members present to count the ballots and record the vote. The organization of the ballot and options included are the responsibility of the TPR committee.

A request for comments will be included on secret ballots. The wording should be impartial and not biased towards any choice on the ballot. Possible wording for this request is: "It is helpful for the TPR committee to receive written comments in addition to

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your vote. Written comments help the committee to understand the range of reasons why individuals voted a certain way on an issue.”

The written record of the vote will include all comments, tabulated by whether they were associated with a positive, negative, or abstain ballot.

e. Letters of Appointment

The Dean will be responsible for letters of appointment following the requirements set forth in Appendix I, Section 1.e of the Tenured/Tenure-Track Faculty Handbook.

f. External Evaluations

The procedure for external evaluations is outlined in Section 1, Step 2 of Appendix B.

g. Progress Evaluations and Provision of Promotion Guidelines

The procedure for progress evaluations is outlined in Appendix B. Shortly after hiring, if not sooner, the Dean and the TPR committee will share with new faculty, documents that summarize areas for evaluation and guidelines used in promotion and tenure assessments as described in Section 3.c.

h. Policy for Appointment and Promotion of Adjunct Faculty

The Policy for Appointment and Promotion of Adjunct Faculty is shown in Appendix C.

i. Policy for Appointment and Promotion of Research Faculty

The Policy for Appointment and Promotion of Research Faculty is shown in Appendix D.

j. Policy for Promotion of Lecturers

The promotion process for lecturers will follow the process as described in the faculty handbook.

4. The role of Professional Staff and Other Non-Tenured/Tenure-Track Members in School Governance

Non-tenure-track faculty and all professional staff and other non-faculty employees, as defined in Section 1.b of this Charter, are participants in governance of the School, except where excluded. Only Charter-eligible members of the School may participate in any voting procedure described in this Charter unless other voting participants are specifically allowed.

5. Guidance Regarding Sabbatical Leaves

Sabbatical leaves are encouraged, and the Dean shall approve sabbatical leaves whenever possible within the budgetary constraints of the School. Applicants for sabbatical leave should inform the Dean as early as possible in the process because

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earlier applications are more likely to be approved. For more information on how to apply for a sabbatical leave consult Senate Procedure 706.1.1.

6. Procedure for Recommending Emeritus/Emerita status

The Dean recommends emeritus/emmerita status to the President with the support of a majority of the ballots cast by the tenured and emeritus/emmerita faculty using the secret ballot procedure described in Section 3.d. Any appeal will be governed by the University appeals procedures.

7. Procedure for School Grievances

Grievable issues of the faculty are covered by the University Faculty Grievance Policy and Procedures. In the event that a faculty member in the School files a grievance in accordance with the University Faculty Grievance Policy and Procedures, the Dean shall direct the chair of the TPR committee to call a meeting of the faculty to form a grievance committee to evaluate the complaint. The grievant and the supervisor(s) will not attend the meeting, are not eligible to serve on the grievance committee, and are encouraged not to discuss the issue(s) with colleagues in the School prior to meeting with the grievance committee. All grievance committee members must be tenured. The grievance committee size may vary depending on the situation, but will consist of at least five members of the School faculty and may be as large as to include all tenured faculty of the School. The Dean and Associate Dean are not eligible to serve on a grievance committee. The committee shall examine the written record and may solicit testimony as necessary to comply with the University Grievance Policy and Procedure. The grievance committee shall appoint a recorder who will maintain a copy of the written grievance and record testimony of the parties involved in the grievance. At a minimum, the recorder shall document individuals present; dates, times, and locations of meetings; topics covered during discussion; and include a summary of statements made by the parties present.

Represented employees are to refer to their contract for their grievance procedures.

Unrepresented staff shall utilize the Employee Complaints and Grievance Policy promulgated by the Board of Control and maintained by the Vice President for Administration and the Office of Human Resources.

8. Additional School Policies and Practices

a. Performance Evaluations

Faculty and Staff - The Dean and all other supervisors within the School shall conduct a performance evaluation of School employees who report to them. Performance evaluations will be conducted at least annually. An exception is made for represented employees. In all cases, contractual protocols shall be followed for represented employees, however, these employees have the option of being evaluated using the School's process, as well. Performance evaluations will follow an established process. Each participating employee will develop a statement that describes their role within the School and the portion of their effort that is committed to each of those roles. The position description (e.g. role statement) will be developed in collaboration with the

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employee's supervisor and should be signed by both the employee and the supervisor. The position description will be reviewed periodically by the employee and their supervisor and changed if necessary.

Supervisors will meet with each participating employee to discuss their position description and review their performance. Supervisors shall prepare an annual written evaluation for each participating employee detailing the positive aspects of performance and areas requiring improvement. In all cases, the results of the written evaluations shall be recorded with a copy provided to the employee and a copy placed in the records of the School. Employees may request and the supervisor must grant a follow-up meeting after the employee receives her/his annual written evaluation. After the follow-up meeting, the supervisor may replace the original written evaluation with a revised version with the consent of the employee.

Tenured and tenure-track faculty will be evaluated using the areas outlined in Section 3.c above. Teaching will be evaluated in accordance with Senate policy.

Evaluation of faculty and staff will be based on a standardized method developed by the Dean. A description of the standardized method will be available from the Dean's office.

Dean - The Dean is appointed or reappointed for three-year terms. Input on the performance of the Dean will be provided to the Provost by the faculty and staff of the School during the third year of the first term of appointment. Subsequent reviews with School input will take place in the second year of subsequent three-year terms to allow for a search in the third year if necessary. Input may be provided at other times if requested by the Provost. This input will be provided by a review committee using current University-wide guidelines and concentrating on performance in the responsibilities of the Dean as listed in this Charter (Section 2) and any additional responsibilities of the Dean provided by the Provost. The review committee will consist of the TPR committee plus additional faculty and staff from the School, other University units, or other universities as deemed necessary by the faculty and staff of the School or the Provost. In addition, staff reporting directly to the Dean, research faculty, and at least one member of the School's Advisory Board will be represented on this committee.

The process will include a written self-evaluation by the Dean; a review of the Provost's written expectations; a survey of faculty, staff, student and advisory board opinions of the Dean's performance; a summary of the faculty and staff comments and opinions compiled by the committee; and the Dean's response to the committee's report. Major changes to the survey instrument for the review of the Dean should be presented and approved at a tenured and tenure-track faculty meeting. A secret ballot of the Charter-eligible members of the School will be conducted according to Section 3.d to solicit input on whether the Dean should or should not be reappointed. The result of the vote will be reported in two groups: 1) tenured and tenure-track faculty; and 2) all other eligible faculty and staff. The committee's report, Dean's response, and the results of the vote will be disseminated to all School faculty and staff, and submitted to the Provost. A copy of the report shall be placed in the records of the School. The Provost should meet with the faculty and staff of the School to discuss the review results before action is taken on reappointment. The final decision to reappoint or replace the Dean is made by the University administration as specified by Michigan Tech policies.

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Associate Dean - The Associate Dean will be evaluated annually by the Dean. Every third year, input on the performance of the Associate Dean will be provided to the Dean by the faculty and staff of the School. Input may be provided at other times if requested by the Dean. This input will be provided by a review committee using current University-wide guidelines and concentrating on performance in the responsibilities of the Associate Dean as assigned by the Dean. The review committee will consist of the School's TPR committee and may be augmented as deemed necessary by the faculty and staff of the School in consultation with the Dean. Additional review committee members may include faculty and staff from within the School, other units within the University, or other universities. The School's Advisory Board and staff reporting directly to the Associate Dean will be represented on this committee.

The process will include a written self-evaluation by the Associate Dean; a review of the Dean's written expectations, if applicable; a survey of faculty, staff, student and advisory board opinions of the Associate Dean's performance of his/her responsibilities; a summary of the faculty and staff comments and opinions compiled by the committee; and the Associate Dean's response to the committee's report. Major changes to the survey instrument for the review of the Associate Dean should be presented and approved at a tenured and tenure-track faculty meeting. A secret ballot of the Charter-eligible members of the School will be conducted according to Section 3.d to solicit input on whether the Associate Dean should or should not be reappointed. The result of the vote will be reported in two groups: 1) tenured and tenure-track faculty; and 2) all other eligible faculty and staff. The committee's report, Associate Dean's response, and the results of the vote will be disseminated to all School faculty and staff, and submitted to the Dean. A copy of the report shall be placed in the records of the School. The Dean should meet with the faculty and staff of the School to discuss the review results before action is taken on reappointment. The final decision to reappoint or replace the Associate Dean is made by the Dean.

Directors - Director(s) will be appointed by the Dean and evaluated annually by the Dean. A petition to the Dean supported by 20% of the tenured and tenure-track faculty will trigger a secret ballot vote conducted according to Section 3.d regarding the continued service of the Director. The result of the vote will be reported in two groups: 1) tenured and tenure-track faculty; and 2) all other eligible faculty and staff. The final decision to retain or replace the Director is made by the Dean.

b. School Advisory Board

The overall mission of the School Advisory Board is to make recommendations to the Dean regarding the performance and direction of academic, research, advancement and service activities of the School. In this role, the Board:

- 1) Provides guidance and feedback on ideas and efforts which are undertaken by the School's leadership and employees;
- 2) Advises on the overall direction for the School through evaluation of its strategic and tactical planning efforts; and
- 3) Serves as an advocate for the School and its programs.

Meetings will be held at least annually. The Board is composed of members appointed by the Dean in consultation with the faculty and staff of the School. Members serve four-year terms and may be reappointed.

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c. Administrative and Faculty Search Procedures

Dean – In the event of a vacancy in the Dean position, a search for a replacement will take place according to Senate Procedures 805.1.1.

Associate Dean - In the event of a vacancy in the Associate Dean position, a replacement will be chosen according to Senate Procedures 805.1.1.

Directors - In the event of a vacancy in a Director position, the Dean shall appoint a replacement from the tenured, tenure-track, and non-tenure-track faculty of the School. The Dean's choice for the Director position must be confirmed by a majority affirmative vote of the Charter-eligible members of the School conducted within 60 days of appointment. Voting will be according to the secret ballot procedure described in Section 3.d. In the event the nominated director is not confirmed, the Dean will choose a new nominee from the same School faculty pool. The new nominee must be confirmed by the same voting procedure.

Tenured or Tenure-Track Faculty - In the event of a vacancy in a tenured or tenure-track faculty position or the creation of a new tenured or tenure-track faculty position, the Dean shall appoint a search committee chair from amongst the School's tenured faculty. The Dean and the search committee chair then select a search committee. The committee will consist of at least two additional School tenured or tenure-track faculty members. Faculty members from other campus units; School staff, and student members; and additional School faculty may be added as appropriate. The search committee shall conduct an international search, in accordance with all appropriate University policies and guidelines, to identify the best qualified available individuals. After interviews are complete, the committee will produce a written evaluation of the strengths and weaknesses of the acceptable candidates, and bring forward a recommendation to the Dean. Approval of the Dean's selection must be confirmed by a majority affirmative vote of the tenured and tenure-track faculty with majority appointments in the School and conducted according to the secret ballot voting procedure described in Section 3.d. The Provost and President must also approve any new faculty, and approval of the Board of Control is necessary if the appointment includes tenure.

If the tenured and tenure-track faculty reject the Dean's selection:

- 1) An alternative recommendation may be made by the search committee to the Dean, and then to the faculty for a secret ballot vote; or
- 2) A new search may be initiated.

d. Faculty/Staff Meetings

A meeting of School faculty and staff shall be held at least monthly during the academic year, exclusive of the summer session. In addition, an annual faculty and staff retreat will be held early in each new academic year. At this annual retreat, the Dean will review the state of the School and present the School budget and strategic and tactical goals for the year. All meetings and the retreat shall be conducted using Robert's Rules of Order where there is a call for a vote. Minutes will be recorded, and sent to each School employee. A meeting or retreat agenda and any supporting materials shall be distributed to all faculty and staff at least 72 hours before the start of a meeting or retreat. Unless otherwise announced in the agenda, monthly meetings will be 50 minutes in duration.

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e. Ford Center and Forest

The Ford Center and Forest (FCF), composed of the Ford Center and Ford Forest, are facilities of the School of Forest Resources and Environmental Science and are used for education, outreach, and research. The FCF is comprised of the contiguous acreage and facilities (Conference Center, rental housing, sawmill etc.) located at Alberta. The Dean is the principal administrative officer of the FCF and is assisted in this role by the Director of the Ford Center and Forest and the FCF committee. The School also administers other research forest lands owned by the University.

f. Standing Committees

The School shall maintain standing committees to develop policy as directed by the faculty and staff, and conduct routine business. The guidelines described in this paragraph apply to all standing committees except where noted in the following sections dealing with individual committees. Committee members will be elected from and by the constituents that the committee represents. Committee members will serve for terms coinciding with the academic calendar. New members will be elected during the first faculty/staff meeting of the fall semester by a majority affirmative vote of the committee constituents present using an anonymous balloting procedure and will replace outgoing committee members. Outgoing members can be re-elected to start new terms. In the event of a vacancy during the academic year, a replacement will be elected at the next faculty/staff meeting. The chair of each committee will be the member who has served on the committee the longest and will serve a one-year term. In cases where multiple committee members have equal tenure or the most-senior member has reason to not serve as chair, the members of the committee will elect the chair. Committee meetings are open to Charter-eligible faculty and staff except when indicated. Each committee will report its activities and announce scheduled meetings to the faculty and staff on a monthly basis during the academic year.

Tenure, Promotion, and Re-appointment – The preceding paragraph does not apply to the Tenure, Promotion, and Re-appointment (TPR) Committee. The responsibilities and structure of the TPR committee are defined in Section 3.a.

School Council – The School Council acts as an advisory body to the Dean. It is comprised of student, faculty, and staff representatives selected in a manner determined by the Dean. The council is chaired by the Dean.

Graduate Studies - This committee is responsible for working with the Dean or the Dean's designate to: 1) develop policy and guidelines for graduate programs based on the direction provided by the School's graduate faculty; 2) distribute graduate awards; 3) review changes to the graduate curriculum; 4) identify required graduate classes for the graduate degree programs; 5) review and update the graduate web page; and 6) select graduate teaching assistants who are centrally funded but who are not assigned to a specific faculty member. This committee is composed of at least three of the School's graduate faculty members elected by the School's graduate faculty for three-year terms.

Information Technology - This committee is responsible for policy regarding information technology (IT) system infrastructure and use within the School. The

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committee manages the computer replacement funds available to tenured and tenure-track faculty and advises the Dean on other IT issues. Committee members are nominated by the Dean and are confirmed by a majority affirmative vote of the Charter-eligible members of the School present at a faculty/staff meeting. The committee is composed of at least two tenured/tenure-track faculty members and one staff member. Additional Charter-eligible members of the School are also eligible to serve on the committee. Committee members serve indefinite terms. The Dean and Associate Dean cannot serve on this committee. The committee shall select a chair during the first committee meeting of each academic year to serve a one-year term. A petition to the Dean supported by 20% of the tenured and tenure-track faculty will trigger a secret ballot vote regarding the continued service of any or all of the committee members. The secret ballot will be conducted according to the procedure described in Section 3.d. If continued service of any member(s) is not supported by a majority affirmative vote of the charter-eligible members of the School voting, the Dean will nominate new committee members at the next faculty meeting.

International Programs - This committee is responsible for promoting international education, collaborative research, and exposure of the School. The committee coordinates with other University organizations involved in international programs. The committee is composed of at least three Charter-eligible faculty or staff, who will serve three year terms. The chair will be elected by the committee, and may be re-elected to serve subsequent terms. The committee annually reports its activities to the Dean.

Curriculum – This committee develops and manages undergraduate curricula (including degree programs, certificates, minors, and courses) within the School, which are then administered by the Dean or the Dean's designate. The committee handles the routine annual business related to curricula. The committee develops new policies and curricular changes and development only when charged by a majority vote of the academic faculty (instructors, lecturers, professors of practice, and tenured and tenure-track faculty) present at a faculty meeting to do so. Any member of the School academic faculty, including the Dean and Associate Dean, may propose a charge to the committee. The committee is composed of at least three academic faculty members elected by the academic faculty for three-year terms. All curriculum changes will be voted on by the academic faculty using the secret ballot procedure described in Section 3.d of this Charter. Passage of a ballot will be indicated by a simple majority of the ballots cast and is required for the proposed curriculum changes to be approved.

Ford Center and Forest – This committee advises the Director of the Ford Center and Forest (FCF) on matters regarding the management, business plan, and development of the FCF and other research forest lands administered by the School. In addition, all research performed in the Ford Forest must be approved by this committee. The committee will review and provide feedback on the Director's annual report before it is submitted to the School. The committee is composed of at least five Charter-eligible School members who are appointed by the Dean and confirmed at a faculty/staff meeting by a majority affirmative vote of Charter-eligible School members present. Committee members will serve five-year terms and may be reappointed only with re-confirmation by a majority vote of the Charter-eligible faculty and staff. The Director of the Ford Center and Forest chairs the committee.

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Ad Hoc Committees - Ad hoc committees may be established by the Dean in consultation with the faculty and staff of the School to accomplish specific tasks. Establishment and membership in these committees will be confirmed at a faculty/staff meeting by a majority affirmative vote of Charter-eligible School members present. Ad-hoc committees shall elect their own chairs.

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Appendix A

Summary of Charter Ballots

The table below lists the issues described in the Charter that require a vote. The type of vote, eligible voters, and the form of the majority required for passage are summarized. Only Charter-eligible members of the School may participate in any voting procedure described in this Charter unless other voting participants are specifically allowed. A quorum is required for meeting votes to be valid. The basis for each vote will be the number of eligible voters present at a meeting. A passing vote will be either a simple majority or 2/3 majority of affirmative ballots cast by the constituents present, except where indicated. Meeting votes may be oral, electronic, written, or using some other mechanism. Electronic votes are anonymous votes, and the results of electronic votes shall be reviewed by at least two Charter-eligible members of the School. The secret ballot voting procedure is described in Section 3.d. Votes not listed will follow procedures in Robert's Rules of Order. In the case of a discrepancy between the main body of the Charter and Appendix A in a description of a ballot procedure, the main Charter wording takes precedence.

Section	Issue	Type	Eligible Voters	Form of Majority Required to Pass
1.a	Initiate Charter revision	Meeting	Charter-Eligible	Simple
1.c	Charter committee membership	Meeting	Charter-Eligible	Simple
1.c	Approve changes to Charter	Secret ballot	Charter-Eligible	2/3 of all Charter-eligible members
1.d	Charter changes to accommodate University policy, other than TPR issues.	Secret ballot	Charter-Eligible	2/3 of all Charter-eligible members
1.d	Charter changes to tenure, promotion, and reappointment procedures and associated position definitions to accommodate University policy	Meeting	Tenured and tenure-track faculty	Simple
1.d	Confirmation of Charter changes due to changes in University TPR policy	Secret ballot	Charter-Eligible	2/3 of all Charter-eligible members
3.a	Appointment of TPR committee member	Meeting	Tenured faculty	Simple

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Section	Issue	Type	Eligible Voters	Form of Majority required to pass
3.a	Appointment to fill vacancy on TPR committee	Meeting	Tenured faculty	Simple
3.a	Confirmation of temporary appointment to TPR committee	Meeting	Tenured faculty	Simple
6	Recommendation of faculty emeritus/emerita status	Secret ballot	Tenured and emeritus/emerita faculty	Simple
8.a	Evaluation of the Dean	Secret ballot	Charter-Eligible	Informative-only ^a
8.a	Evaluation of the Associate Dean	Secret ballot	Charter-Eligible	Informative-only ^a
8.a	Continued service of a Director	Secret ballot	Charter-Eligible	Informative-only ^a
8.c	Confirmation of a new Associate Dean	Secret ballot	Charter-eligible	Simple
8.c	Confirmation of a Director	Secret ballot	Tenured, tenure-track and non-tenure-track faculty	Simple
8.c	Confirmation of new tenured or tenure-track faculty	Secret ballot	Tenured and tenure-track faculty with School major appointment	Simple
8.f	Election of Graduate Studies committee members	Meeting	Graduate faculty	Simple
8.f	Confirmation of IT committee members	Meeting	Charter-eligible members of the School	Simple
8.f	Continued service of IT committee member	Secret ballot	Charter-eligible members of the School	Simple
8.f	Election of International Programs committee members	Meeting	Charter-eligible members of the School	Simple

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Section	Issue	Type	Eligible Voters	Form of Majority required to pass
8.f	Election of Curriculum Committee members	Meeting	Academic faculty	Simple
8.f	Instruction of Charge to the Curriculum committee	Meeting	Academic faculty	Simple
8.f	Curriculum Changes	Secret ballot	Academic faculty	Simple
8.f	Confirmation of Ford Center and Forest committee members	Meeting	Charter-Eligible	Simple
8.f	Confirmation of ad-hoc committee members	Meeting	Charter-Eligible	Simple
Appendix B	Promotion and/or tenure	Secret ballot	Tenured faculty	Informative-only
Appendix C	Appointment or promotion of adjunct faculty	Secret ballot or electronic	Tenured, tenure-track, and research faculty	Two-thirds
Appendix D	Appointment or promotion of research faculty	Secret ballot or electronic	Tenured, tenure-track, and research faculty	Two-thirds

^aThe results of this vote are reported out by voting group.

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APPENDIX B

Promotion, Tenure, and Progress Evaluation of Tenured and Tenure-Track Faculty

The purpose of this appendix is to summarize the steps taken by and visible to a tenured or tenure-track faculty member in typical promotion, tenure, and evaluation situations. Procedures specific to the School are also stipulated in this appendix. This appendix does not cover all situations and options available to the faculty member, nor cover all steps in the processes. Important documents relating to promotion and tenure at Michigan Tech are Chapter 6, Section 6.4 Academic Tenure and Promotion of the Board of Control Bylaws and Policies and Appendix I, Tenure, Promotion, and Reappointment Procedures in the Tenured/Tenure-Track Faculty Handbook. Appendix I has a section (5.5.2) specifically describing the tenure recommendation sequence for the School. Faculty should refer to these documents and the Chair of the School TPR committee for more information.

1. Application for Promotion and/or Tenure

Step 1: Each candidate prepares their position description; a self-assessment in each of the evaluation areas listed in the Areas for Evaluation and Guidelines for Performance document controlled by the TPR committee and described in Section 3.c. of this Charter; other self-assessment information deemed important by the candidate; a completed Form F; a full vitae (this includes everything the candidate has done in their academic career); reprints of recent publications as requested; and a list of eight possible external experts from whom references could be obtained (noting all relationships or contacts with the persons suggested). This file will be submitted to the Chair of the TPR committee by the date set by the Dean. No external reference letters should come from former major professors or students or others with obvious conflicts of interest. The candidate shall also provide the TPR committee with a list of individuals who may have a conflict of interest with the candidate.

Step 2: The School TPR committee chooses eight external experts (including some from the candidate's list and some from the list that they prepare) and then requests the Dean to obtain at least four letters from the total pool of eight external experts. External experts specific to the field of the candidate are appropriate, and should include at least four experts from top-tier universities across the country with rigorous academic promotion/tenure procedures. For promotion to full professor, all external references must be full professors at other universities or equivalent rank in organizations other than universities. The Dean's request to external experts must use the standardized letter and must enclose the position description, the self-assessment, full vitae, and copies of at least four relevant publications and/or manuscripts. In no case should the candidates themselves request letters of reference or communicate with potential referees about the content of their reference letter. When the file is compiled and submitted, it must be affirmed that all of the letters received are included (to avoid less-complimentary ones being omitted). Reference letters are available to the TPR committee, the Dean, the interschool committee, the Provost, and the President. The University will hold such letters in confidence to the fullest extent consistent with law.

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Step 3: All Charter-eligible tenured faculty members in the School should review the position description, self-assessment, Form F, vitae, and publications submitted by the candidate and respond to a secret ballot for or against promotion and/or tenure. The TPR committee will conduct this secret ballot using the procedure from Section 3.d of this Charter. If the candidate signs a waiver to allow all tenure-track faculty to see their promotion packet then untenured tenure-track faculty may also be able to review the packet but they will not vote.

Step 4: After reviewing the candidate's file, results of the secret ballot vote, the reference letters and any other materials, the TPR committee makes their recommendation to the Dean. The Dean forwards the TPR recommendation, review letters, and the candidate's complete package to the Interschool TPR Committee without comment.

Step 5: The Interschool Promotion and Tenure Committee (IPTC) reviews the complete file and formulates a recommendation. No member of the interschool committee may concurrently serve on both the School TPR committee and the IPTC. No SFRES member on the IPTC shall participate in the School secret ballot described in Step 3, above. The IPTC's written recommendation indicating whether promotion and/or tenure is recommended for each tenure application is added to the candidate's application file and forwarded to the Dean.

Step 6: After reviewing input from previous steps in the process, the Dean will prepare a separate written statement on each tenure and/or promotion application. The statement is added to the candidate's application file and presented to the Provost. In formulating a recommendation, the Dean may seek clarification of issues and advice only from the candidate, members of the School TPR committee, members of the IPTC, external referees, the University bodies charged with investigation of misconduct, or legal counsel.

The Dean's statement must indicate whether the granting of tenure to the candidate and/or promotion is recommended. Simultaneously, the Dean is to inform the candidate, in writing, whether or not the granting of tenure and/or promotion was recommended. In cases where the recommendation is against the granting of tenure and/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.

2. Progress Evaluations

Each non-tenured, tenure-track faculty member of the School will be evaluated annually on their performance and progress towards tenure. This evaluation takes two forms – evaluation by the Dean as described in Section 8.a. of this Charter and by the TPR committee as described below.

Step 1: The faculty member prepares a Form F and submits it to the Chair of the TPR committee by the date set annually by the Dean. Additional supporting documents may be attached to the Form F.

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Step 2: After reviewing the faculty member's file and other submitted materials, the TPR committee prepares a frank letter that summarizes the faculty member's progress and whether he/she is making sufficient progress towards the tenure decision year. The recommendation letter will have a signature line for the faculty member to sign and date. The letter is given to the Dean.

Step 3: The Dean will meet with the faculty member and review the TPR committee's letter. The faculty member will be asked to acknowledge receipt of the letter by signing and dating the original. Signing the letter does not imply agreement with the letter contents by the faculty member being evaluated.

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APPENDIX C

Appointment, Reappointment, and Promotion of Adjunct Faculty

The current description of Adjunct Faculty (Assistant/Associate/Full Professor) in the *Michigan Tech Tenured/Tenure-Track Faculty Handbook* is: “An appointment at this rank is offered to persons not regularly or primarily employed within the academic unit to which the appointment is made. Such individuals—because of training, experience, credentials, and interest—are invited to participate in the teaching, research, and/or instructional programs of academic departments. Ordinarily no remuneration is associated with adjunct appointments, but on the approval of the president, remuneration may be provided for teaching and/or research activities. Appointments shall be for no more than three years with the possibility of subsequent appointments.”

Appointment process:

- 1) Any tenured/tenure-track or research faculty member, including the Dean and Associate Dean, can nominate a person for Adjunct Faculty status. The nominator will send a statement of reasons for nomination and relevant qualifications, recommended rank of the nominee, length of appointment (typically three years), and the nominee’s current resume to the chair of the TPR Committee.
- 2) The above information is forwarded to all faculty as defined in step 1 above for consideration, followed by a discussion of the candidate’s qualifications in an open forum.
- 3) A formal vote on the nominee is conducted using the secret ballot procedure described in Section 3.d or an electronic voting method that does not identify the voter, with a two-thirds affirmative vote of the ballots cast by the faculty as defined in step 1 required for appointment.

Reappointment - The TPR Committee annually reviews the pool of Adjunct Faculty and identifies appointments that are due to expire and asks the tenured, tenure-track, and research faculty whether those appointments should be renewed. If no faculty member requests re-appointment, those appointments will be discontinued.

Promotion – For promotion, the process outlined above for initial appointments will be followed with any tenured, tenure-track, or research faculty member, including the Dean and Associate Dean, nominating the adjunct faculty member for promotion.

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APPENDIX D

Appointment, Evaluation, and Promotion of Research Faculty

The current description of Research Faculty (Assistant/Associate/Full Professor) in the *Michigan Tech Tenured/Tenure-Track Faculty Handbook* is: “An appointment offered to persons with qualifications commensurate with the research qualifications and the level of accomplishment of a regular tenure-track faculty of the same rank. These appointments entail full responsibility for research activities and limited responsibility for teaching, advising, and service activities. Appointments are initially for up to one year and are renewable depending upon funding for one-year periods.”

Appointment process:

- 1) Any tenured, tenure-track, or research faculty member, including the Dean and Associate Dean, can nominate a person for Research Faculty status. The nominator sends a statement of reasons for nomination and relevant qualifications, recommended rank of the nominee, length of appointment, and the nominee's current resume to the chair of the TPR Committee.
- 2) The above information is forwarded to all tenured, tenure-track, and research faculty as defined in step 1 above for consideration, followed by a discussion of the candidate's qualifications in an open forum.
- 3) A formal vote on the nominee by the faculty as defined in step 1 is conducted using the secret ballot procedure described in Section 3.d or an electronic voting method that does not identify the voter, with a two-thirds affirmative vote of ballots cast required for appointment.

Annual Evaluation and Reappointment - Each research faculty member will be evaluated annually by the Dean using the procedure described in Section 8.a of this Charter. Annual reappointment will be at the discretion of the Dean. The research faculty member may also request a performance review by the TPR Committee. The results of such a review will be sent to the research faculty member and the Dean.

Promotion - The research faculty member may apply for a change in rank by sending a statement requesting the change along with appropriate supporting documents to the Dean and the chair of the TPR Committee. The committee will review the information, formulate a recommendation, and then follow steps 2 and 3 in the appointment process listed above. In the event of a positive vote for promotion, the Dean will use the materials submitted by the promotion candidate, recommendation from the TPR Committee, and the results of the faculty vote to determine whether promotion is warranted.